
2021 - 2024 Regional Plan

ORANGE REGIONAL PLANNING UNIT

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REGIONAL PLAN CONTENT

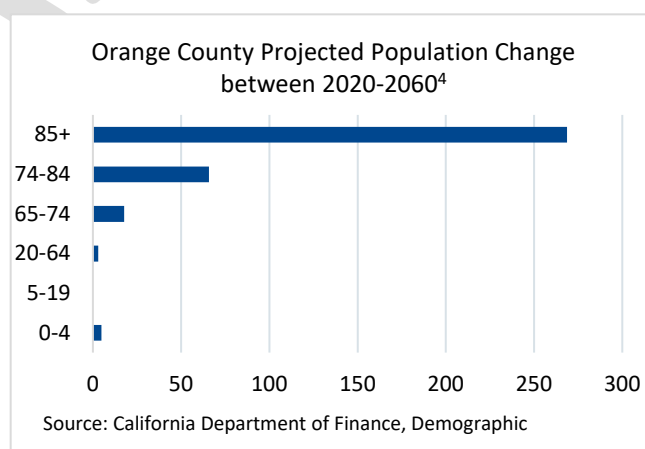
2A. ANALYTICAL OVERVIEW OF THE REGION

The Orange Regional Planning Unit (RPU) is comprised of three local Workforce Development Boards (WDBs) serving 34 cities and several large unincorporated areas in Orange County (OC). The RPU includes the Anaheim Workforce Development Board, which serves the City of Anaheim, the Santa Ana Workforce Development Board, which serves the City of Santa Ana, and the Orange County Workforce Development Board, which serves the remaining 32 cities and unincorporated areas of Orange County. Orange County is the third-most populous county in California (3,193,929 people)¹ and the sixth-most populous in the nation. The region's population has increased by 1.4% since 2015, growing by 44,649 people.

Orange County had experienced several years of job growth and economic vitality, resulting in record-low unemployment rates before the COVID-19 pandemic. The pandemic has since derailed this long streak of growth and the long-term social and economic impacts remain to be seen. Orange County's Gross Domestic Product (GDP) increased annually since 2009 to 269.2 billion in 2019.² Orange County's economy ranked 3rd in California and 8th nationally in 2018 based on its GDP. Orange County has employed 1,598,700 in nonfarm jobs as of December 2020. The median household income was \$85,400 in 2018, \$25,100 above the national average.³

Year	GDP
2015	\$ 225,178,787.00
2016	\$ 234,053,392.00
2017	\$ 247,314,645.00
2018	\$ 256,981,877.00
2019	\$ 269,229,776.00

Orange County is experiencing demographic shifts that have economic and workforce implications. Over the next several decades, Orange County's senior population will increase significantly while working-age populations fall. According to the California Department of Finance (DOF), estimates show seniors 65-74 will increase by 17.75%, 74-84 group by 65.7%, and 85 or older will increase by 268.7%. The population change will likely require increased employment in health care and other senior service occupations. Simultaneously, the shrinking working-age population could impact economic prosperity and cause more challenges for employers filling open positions.

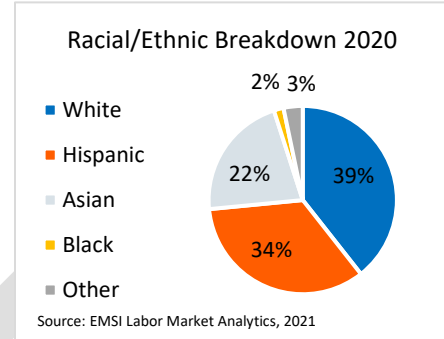


¹ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

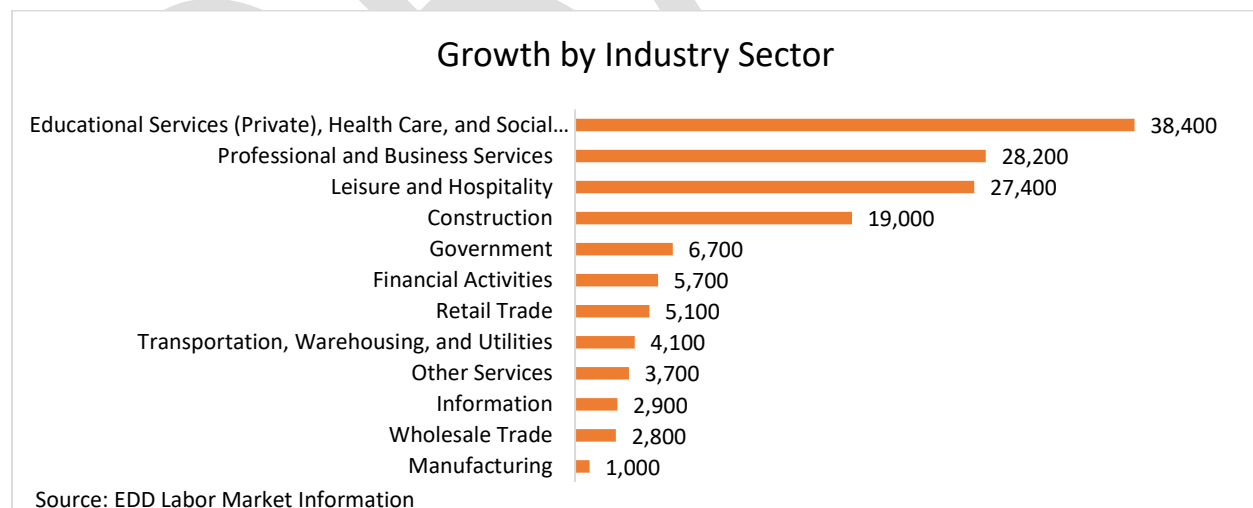
² "GDP: U.S. Bureau of Economic Analysis (BEA)." GDP | U.S. Bureau of Economic Analysis (BEA), www.bea.gov/data/gdp.

³ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

Ethnic diversity in Orange County is high. The national average for an area the size of Orange County is 1,266,735 racially diverse people, while there are 1,910,690 in OC.⁴ Orange County's diversity is projected to continue to grow through 2060. Whites (39%) and Hispanics⁵ (34%) make up the largest percentage of the Orange County population, with the Hispanic population growth between 2015 and 2020 at 19%, while the white population declined by 4%.⁶ Growing diversity will increasingly be a key workforce and economic development advantage for Orange County. Diversity often creates an environment where the exchange of ideas, strategies, and viewpoints fuel innovation and entrepreneurship, contributing to sustained economic success. Racial diversity challenges local education providers and workforce development to support English learners' success by improving program support and creating innovative programs such as vocational ESL programs. Non-English language speakers represent 45.5% of Orange County residents, which is higher than the national average of 21.9%. In 2018, Spanish was the most common non-English language spoken, with 24.8% of Orange County residents being native Spanish speakers. Vietnamese (6.44%) and Chinese (2.94%) are the second and third most common languages.⁷



Industry employment which includes self-employment, private household workers, farm and nonfarm jobs in Orange County, is projected to reach 1,853,600 by 2026, a 9.3% increase over the ten-year projection period of 2016 to 2026. Twelve of the 13 nonfarm industry sectors are projected to grow during this period.



Total nonfarm jobs are projected to gain 145,000 jobs by 2026. Significant job growth is projected in four industry sectors with educational, health services, and social assistance, leading to

⁴EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

⁵EMSI Labor Market Analytics, 2021, www.economicmodeling.com, Hispanic population includes all races that identify as Hispanic.

⁶EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

⁷Bureau, US Census. "American Community Survey Data Releases." *The United States Census Bureau*, 31 July 2020, www.census.gov/programs-surveys/acs/news/data-releases.2018.html.

expected gains of 38,400 jobs, with 17,300 projected to be in ambulatory health care services. Professional and business services is projected to add 28,200. Leisure and hospitality is projected to grow by 12.9%, adding 27,400 jobs. Construction is projected to add 19,000 with 13,700 of the jobs in the specialty trades subsector.⁸

The top five fastest-growing industry sectors are construction (19.5%), health care and social assistance (18.9%), leisure and hospitality (12.9%), information (11%), and professional and business services (9.5%).⁹

The industry sectors that added the most jobs between 2017 and 2020 are represented in the chart below.

NAICS	Description	2017 Jobs	2020 Jobs	2017 - 2020 Change
62	Health Care and Social Assistance	196,290	209,045	12,755
56	Administrative and Support and Waste Management and Remediation Services	153,583	162,612	9,029
54	Professional, Scientific, and Technical Services	151,234	156,909	5,674
55	Management of Companies and Enterprises	33,320	37,935	4,616
23	Construction	121,891	125,428	3,537

Source: EMSI Labor Market Analytics, 2021

Orange County is a thriving hub for medical device companies and cutting-edge industry sectors, including life sciences, information technology, digital arts and media, and advanced manufacturing. It is also known for its growing ecosystem of entrepreneurship and innovation. Many Southern California startups work on virtual and augmented reality, cybersecurity, biomedical science, bioengineering, medical imaging, medical device, and environmental health technologies. Over the next several years, Orange County is poised to be at the center of emergent industries based on educational and intellectual assets in the region. The county's most robust traded clusters with a high employment specialization in the area are medical device manufacturing (US Ranking 1), lighting and electrical equipment manufacturing (US Ranking 2), apparel manufacturing (US Ranking 3), information technology and analytical instruments manufacturing (US Ranking 5), and financial services (US Ranking 6).¹⁰

2Ai. Provide an analysis of current employment and unemployment data.

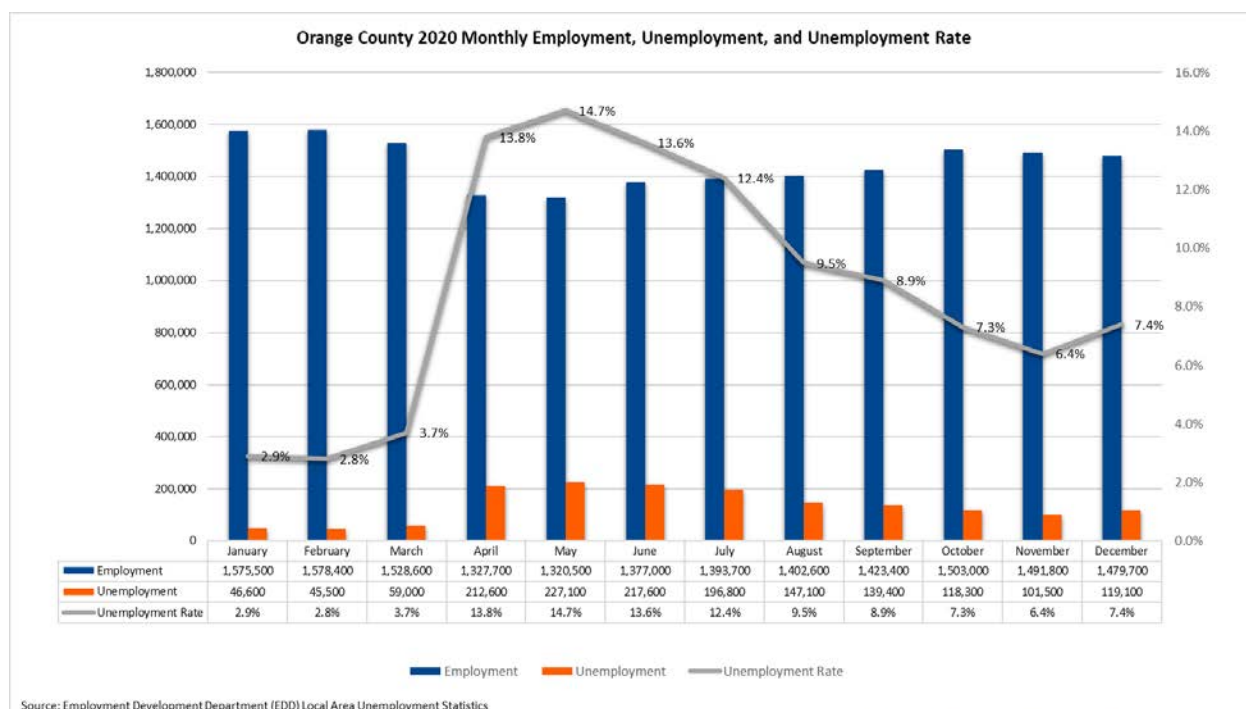
Orange County had a positive economic outlook before the impacts of the COVID-19 pandemic. In January of 2020, Orange County had an unemployment rate of 2.9%, the lowest in Southern California. In the preceding 12 months, the county's unemployment rate had not exceeded 3.1%. Before California's first statewide stay-at-home order issued in March, closing all nonessential businesses and restaurant dining, the unemployment rate stood at 2.8% in February of 2020. The economic disruption from COVID-19 resulted in steep job losses, with the unemployment rate quadrupling at its peak of 14.7% in May 2020, the highest unemployment rate ever recorded for

⁸ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov

⁹ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov

¹⁰ "U.S. Cluster Mapping: Mapping a Nation of Regional Clusters." U.S. Cluster Mapping | Mapping a Nation of Regional Clusters, www.clustermapping.us/.

Orange County. The rates slowly declined to 6.4% in November 2020 before ascending to 7.4% in December 2020 when regional stay-at-home orders went back into effect. This rate compares with an unadjusted unemployment rate of 8.8 percent for California and 6.5 percent for the nation during the same period.¹¹

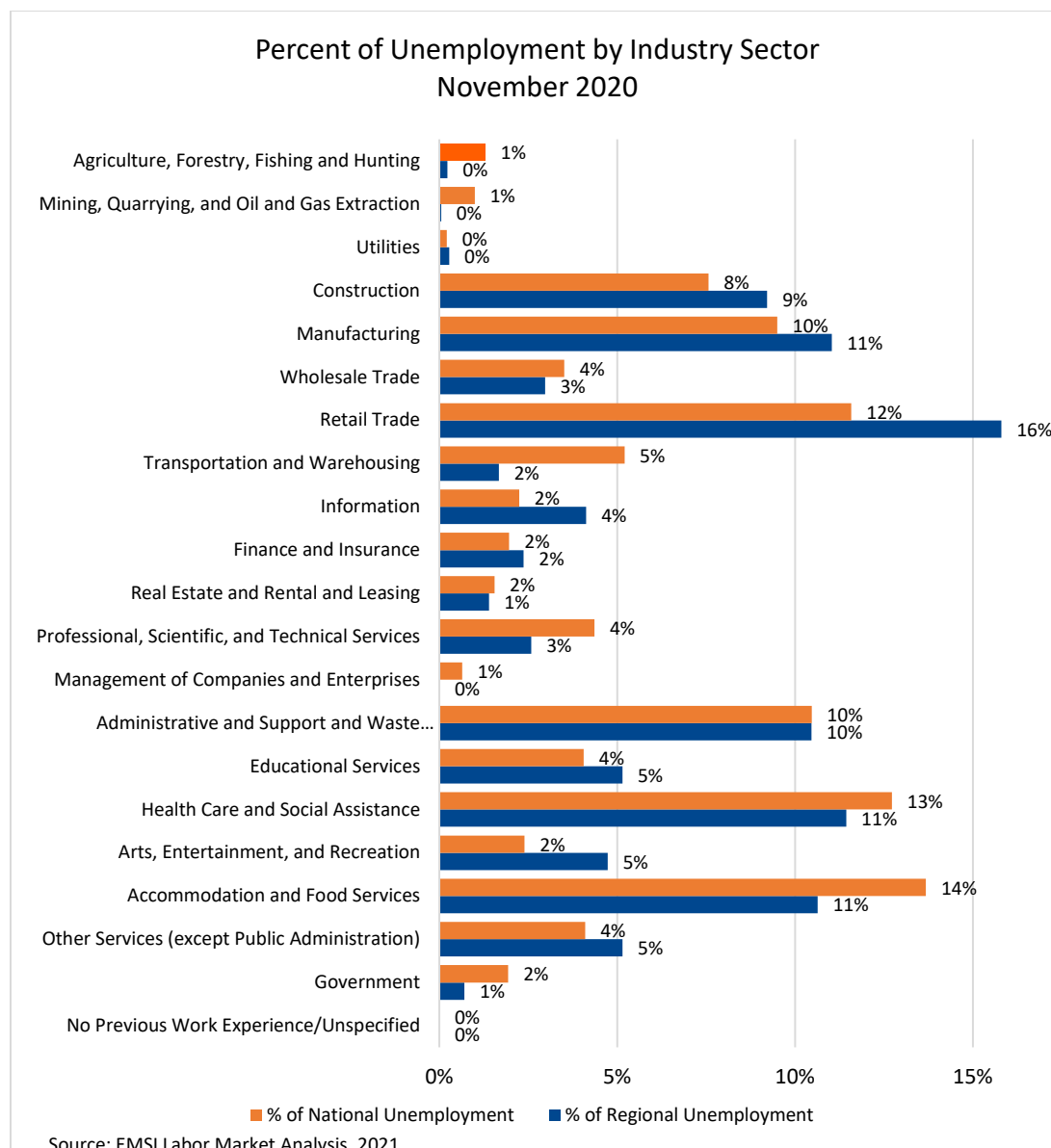


Concentrated job loss in hospitality and tourism stung more sharply in the Orange County region due to its economic dependence on tourism. In 2019, a record 50.2 million travelers visited Orange County, spending \$13.0 billion¹², however with the continued closure of major tourism sites, especially Disneyland Park, the leisure and hospitality industry and surrounding cities remain heavily impacted. The percent of unemployment by industry sector shows a grim picture for industries that rely heavily on tourism. As of November 2020, retail trade had the highest unemployment numbers at 16,063, and accommodation and food services had 10,815 unemployed. Other industries with high numbers of unemployment include Health Care and Social Assistance (11,628), Manufacturing (11,215), Construction (9,371).¹³

¹¹ *Labor Market Information*, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

¹² *Orange County Visitors Association, 2019, Orange County Visitors Association 2019-2021 Destination Marketing Plan*, www.travelcostamesa.com/visittheoc/wp-content/uploads/2019/08/Marketing.pdf.

¹³ *EMSI Labor Market Analytics*, 2021, www.economicmodeling.com.



The pandemic-induced recession caused a loss of 267,600 nonfarm jobs between February and April in Orange County. The employment loss between March and April of 2020 alone was 225,800, the largest ever recorded in a single month. All industry sectors experienced declines between February and April, but leisure and hospitality (down 102,800) accounted for 38 percent of the total nonfarm job loss during this period¹⁴. Most of the decline was between March and April, with a loss of 90,300 jobs. Seventy-seven percent of the drop occurred in accommodation and food services (down 70,300 jobs), led by decreases in food services and drinking places (down 59,800 jobs). Other significant drops during this period include arts, entertainment, and recreation, which fell by 20,000 jobs. Trade, transportation and utilities decreased by 31,400 jobs, with retail trade accounting for 66 percent of the decline (down 20,800 jobs). Wholesale trade dropped by 8,800 jobs, and transportation, warehousing and utilities decreased by 1,800

¹⁴ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

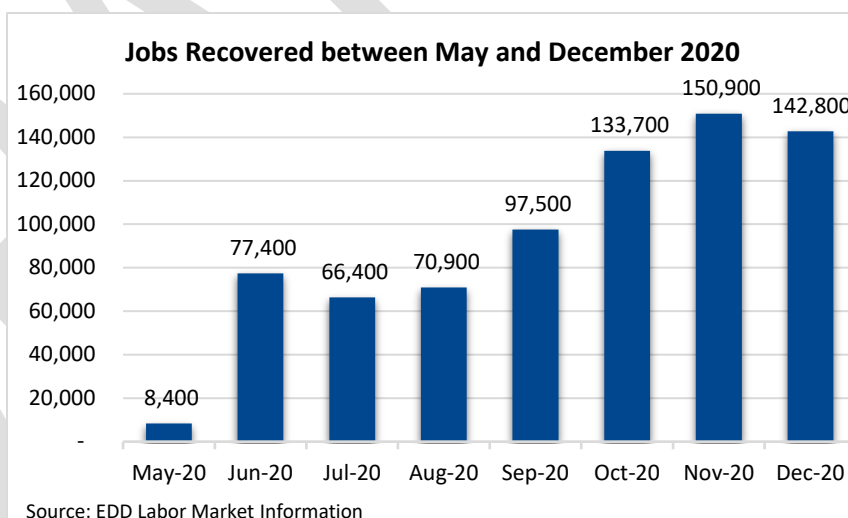
jobs. Professional and business services declined by 29,200 jobs. Administrative and support services, which includes temporary help firms, dropped by 18,900 jobs.¹⁵

Pandemic Job-Related Losses ¹⁶

Industry	Feb-20	Mar-20	Apr-20	Dec-20	Feb to Apr	% change	April to December	% of losses recovered	Shortfall as of December
Total Nonfarm	1,677,800	1,636,000	1,410,200	1,553,000	-267,600	15.9%	142,800	53.4%	124,800
Construction	105,400	100,600	96,800	107,900	-8,600	8%	11,100	129%	-2,500
Manufacturing	158,700	157,500	143,200	145,300	-15,500	9.8%	2,100	13.5%	13,400
Transportation & Warehousing	26,700	26,300	24,300	29,600	-2,400	9.0%	5,300	220.8%	-2,900
Professional & Business Services	326,300	313,300	288,400	318,400	-37,900	12%	30,000	79%	7,900
Educational Services	34,500	34,400	31,100	27,600	-3,400	9.9%	-3,500	-102.9%	6,900
Health Care & Social Assistance	200,600	198,800	172,600	196,400	-28,000	14.0%	23,800	85.0%	4,200
Leisure & Hospitality	227,500	215,000	124,700	168,700	-102,800	45.2%	44,000	42.8%	58,800
Other Services	50,800	44,400	33,000	41,100	-17,800	35.0%	8,100	45.5%	9,700
Government	168,700	170,500	162,000	156,100	-6,700	4.0%	-5,900	-88.1%	12,600

As California moves toward reopening, regional differences will contribute to the pace of recovery. The current depth of job losses and Orange County's reliance on service sectors means the region will have more ground to make up. How quickly businesses reopen and rehire will depend on their viability and how public health risks evolve within the area. For sectors and companies that rely on in-person interaction,

the recovery pace is likely to be slower. As of December 2020, the county recovered 142,800 nonfarm jobs, which is equivalent to 53% of the job losses since the pandemic recession. Most industries are experiencing incremental job gains monthly. Transportation and utilities and construction jobs have exceeded pre-pandemic levels, with the largest month-over increase, up 4,200 jobs. Wholesale trade gained 1,800 jobs, retail trade added 1,500 jobs, and transportation, warehousing and utilities expanded by 900 jobs.¹⁷

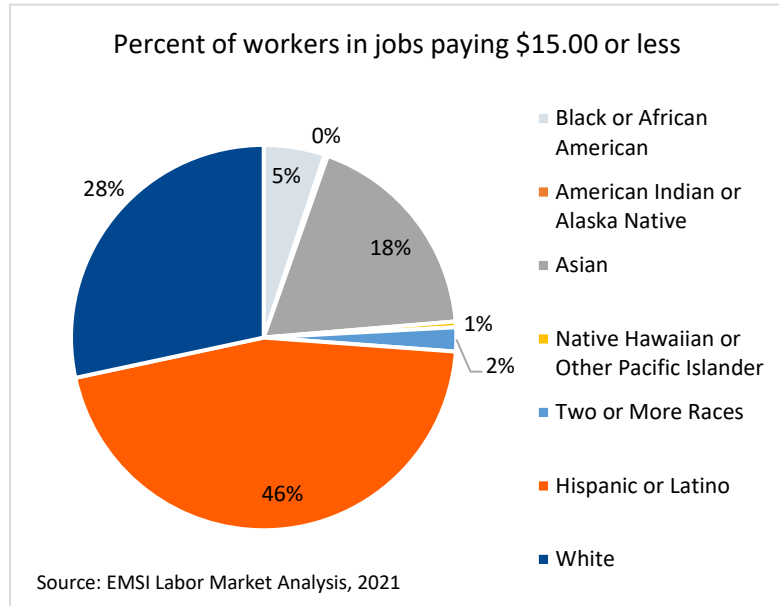


¹⁵ Labor Market Information, EDD, 2021, <https://www.labormarketinfo.edd.ca.gov/geography/orange-county.html>

¹⁶ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

¹⁷ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

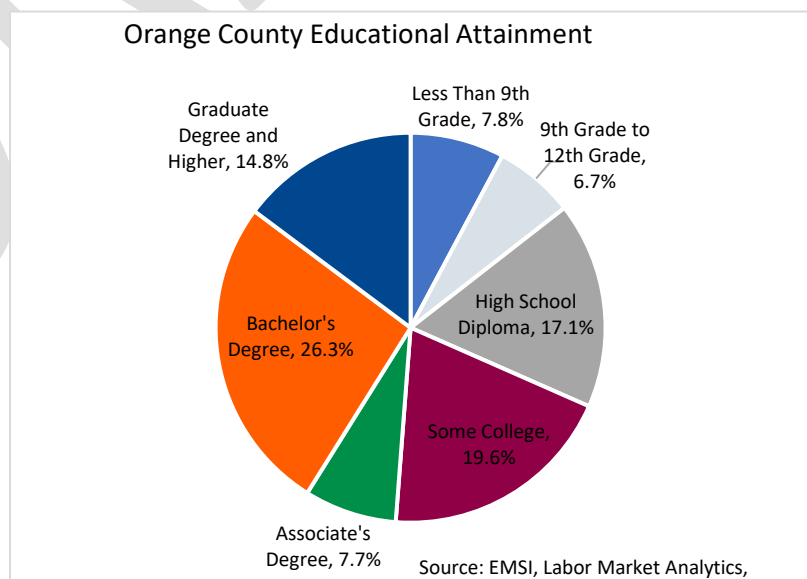
According to Opportunity Insight's Economic Tracker, the drastic difference between the low and high quartiles shows that lower-income bracket workers are disproportionately affected by the pandemic. In Orange County, as of November 15, 2020, employment rates among workers in the bottom wage quartile (<\$27K) decreased by 25.4%, middle quartile (\$27K-\$60K) decreased by 1.4%, and high quartile (>\$60K) increased 6.8% compared to January 2020¹⁸. Minority residents mostly held these lower-paying jobs and went into this economic crisis much more financially insecure and unstable.



2Aii. Provide an analysis of the current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.

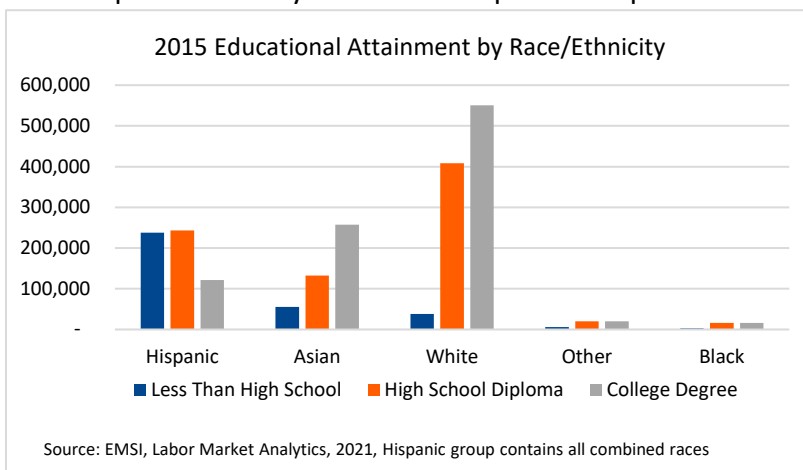
Orange County is home to major universities such as the University of California, Irvine (UCI), California State University, Fullerton (CSUF), and Chapman University. It has four community college districts with nine community colleges. These community colleges educate approximately 310,000 students in credit and noncredit courses each year.

Orange County's primary competitive advantage is a talent pool of highly educated, qualified residents. In Orange County, 48.8% of adults over the age of 25 have an associate degree or higher, while only 14.5% lack a high school diploma. Orange County residents who possess a bachelor's degree are 6.3% above the national average, and 7.7% hold an associate degree, which is 0.9% below the national average.



¹⁸ "The Economic Tracker." Economic Tracker, tracktherecovery.org/.

Education data covers the population aged 25 years or older, indicating the highest level of education achieved. Inequitable access to postsecondary education is a persistent problem. One way in which this manifests is through widely varying educational attainment across race and ethnicity. California's Post-secondary to Prosperity Dashboard shows only 16% of Latinx residents hold a four-year degree. The dashboard also shows that most Latinx residents have no college experience (59%), greater than all other groups.¹⁹



The most popular majors in Orange County are Liberal Arts and Sciences (21,289 and 25%), Business Administration and Management (8,251 and 10%), and General Psychology (8,251 and 3%).

Orange County Regional Institutions Program Completions²⁰

CIP Code	Program	Completions (2015)	Completions (2016)	Completions (2017)	Completions (2018)	Completions (2019)
24.0101	Liberal Arts and Sciences/Liberal Studies	9,762	10,444	11,289	11,990	21,289
52.0201	Business Administration and Management, General	7,093	7,993	7,914	7,758	8,251
42.0101	Psychology, General	2,145	2,208	2,138	2,462	2,637
30.0101	Biological and Physical Sciences	1,045	1,210	1,134	1,440	1,918
51.3801	Registered Nursing/Registered Nurse	1,366	1,523	1,731	1,655	1,844
9.0101	Speech Communication and Rhetoric	1,325	1,401	1,541	1,524	1,601
45.1101	Sociology	1,041	1,025	1,141	1,286	1,281
11.0701	Computer Science	592	840	929	1,132	1,274
26.0101	Biology/Biological Sciences, General	1,101	1,056	1,015	1,083	1,200
12.041	Nail Technician/Specialist and Manicurist	865	1,195	1,230	870	1,163

Employer need in the Orange County region is based on job posting and employment data analysis, and educational programs' completions. Per the two-digit Standard Occupational Classification (SOC) code group, there are twenty-four occupations



610 Programs

1,639 programs can train for this job, while only 610 programs have produced completers in this region.



86,656 Completions (2019)

The completions from all regional institutions for all degree types.



196,852 Openings (2019)

The average number of openings for an occupation in the region is 261.

¹⁹ "P2P Regions." *California Competes*, californiacompetes.org/p2p/regions?region=orange.

²⁰ *EMSI Labor Market Analytics*, 2021, www.economicmodeling.com.

and 610 programs in the region of study that may train for these occupations. Of these programs, there were 86,656 program participant completions in 2019 and 196,852 job openings that needed to be filled.

Identified in the table below are the occupations with the highest projected skills gap for Orange County between 2015 and 2025. This analysis indicates a continued need to identify strategies to fulfill training needs in various high-gap occupational areas. The research includes data based on the following:

- Occupations where the 2020 median income hourly wage is higher than \$16.00 an hour
- Openings greater than 10 (openings represent replacement jobs and Bureau of Labor Statistics(BLS) growth estimates)
- Entry-level education that was greater than a postsecondary nondegree award and equal to or less than a bachelor's degree
- Top 15 occupations with a skills gap greater than zero (skills gap is the difference between the projected openings and completions)
- The Openings figure estimates the change in growth and replacement jobs (Growth + Replacements = Openings). Growth captures the change in the total number of workers employed in an occupation. At the same time, replacement jobs are estimates of workers permanently leaving a career and needing to be replaced by new hires. A combination of both numbers indicates total openings.

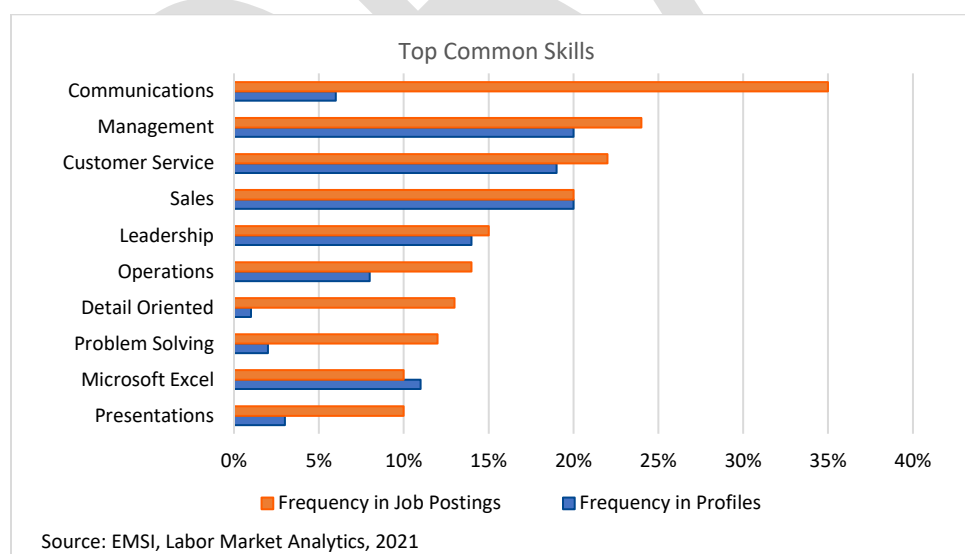
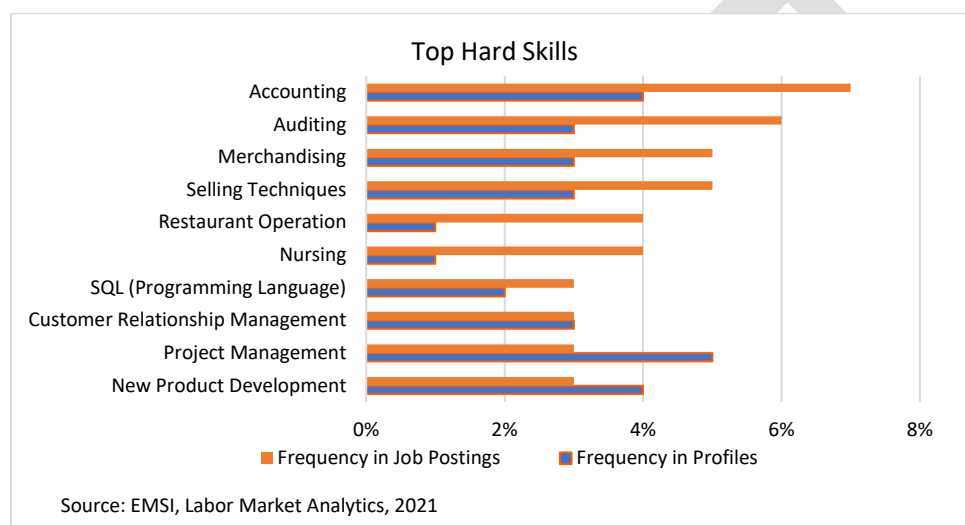
Skills Gap by Occupation²¹

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 Replacement Jobs	2020 - 2025 Openings	Regional Completions (2019)	Skills Gap	Median Hourly Earnings	Typical Entry Level Education
43-3031	Bookkeeping, Accounting, and Auditing Clerks	20,984	20,603	(381)	11,058	13,243	676	12,567	\$22.58	Some college, no degree
25-9045	Teaching Assistants, Except Postsecondary	11,752	12,207	455	5,678	7,391	45	7,346	\$17.63	Some college, no degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	10,600	10,908	308	5,433	6,891	133	6,758	\$22.92	Postsecondary nondegree
31-1131	Nursing Assistants	9,546	10,594	1,049	5,118	7,441	1,178	6,263	\$16.75	Postsecondary nondegree
31-9092	Medical Assistants	8,628	9,548	920	4,476	6,496	2,156	4,340	\$17.62	Postsecondary nondegree award
31-9011	Massage Therapists	4,714	5,489	775	2,556	4,013	1,097	2,916	\$16.96	Postsecondary nondegree
23-2011	Paralegals and Legal Assistants	4,308	4,662	354	2,143	3,009	174	2,835	\$22.87	Associate degree
49-3023	Automotive Service Technicians and Mechanics	6,645	6,526	(119)	2,867	3,435	608	2,827	\$21.99	Postsecondary nondegree
31-9091	Dental Assistants	5,617	5,799	182	2,846	3,648	1,295	2,353	\$19.39	Postsecondary nondegree
43-4151	Order Clerks	3,576	3,337	(240)	1,826	2,211	41	2,170	\$17.34	Some college, no degree
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3,944	4,182	238	1,727	2,354	262	2,092	\$29.66	Postsecondary nondegree
15-1232	Computer User Support Specialists	7,826	8,244	418	2,690	3,724	1,647	2,077	\$26.56	Some college, no degree
29-2061	Licensed Practical and Licensed Vocational Nurses	6,214	6,894	680	2,254	3,520	1,506	2,014	\$28.94	Postsecondary nondegree

²¹ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 Replacement Jobs	2020 - 2025 Openings	Regional Completions (2019)	Skills Gap	Median Hourly Earnings	Typical Entry Level Education
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	2,327	2,099	(228)	1,119	1,331	0	1,331	\$29.93	Postsecondary nondegree
17-3023	Electrical and Electronic Engineering Technologists and Technicians	2,202	2,217	15	919	1,122	1	1,121	\$30.84	Associate degree

The top three hard skills requested by employers in job postings between January 2020 to January 2021 were accounting, auditing, and customer relationship management. The following charts show the top common hard skills and the top common skills in relation to the frequency these skills appeared in job seeker profiles.



2Aiii. Provide an analysis of industries and occupations with an emerging demand.

The RPU analyzed location quotient, total jobs, and competitive effect data to identify industries and occupations with an emerging demand. An analysis of location quotient data demonstrated which occupations and industries are unique and specialized in the Orange County region (compared to the national average). The competitive effect indicates how much of the job change results from some unique competitive advantage in the area. The competitive effect measures the job change that cannot be explained by national growth and industry mix. The change in competitive effect points to regional-specific factors on the change in local employment numbers. Factors such as labor force training and education, skills, transportation, supply chains, aging demographics, and other regionally influenced factors may impact these industries and occupations' competitiveness.

Using the 3-digit NAICS code, the emerging industries identified had a location quotient that increased between 2015 and 2020 and had a location quotient less than 1.2. The industry list was filtered to include industries with a competitive effect greater than 1, percent change in jobs higher than 10%, and more than 1,000 jobs.

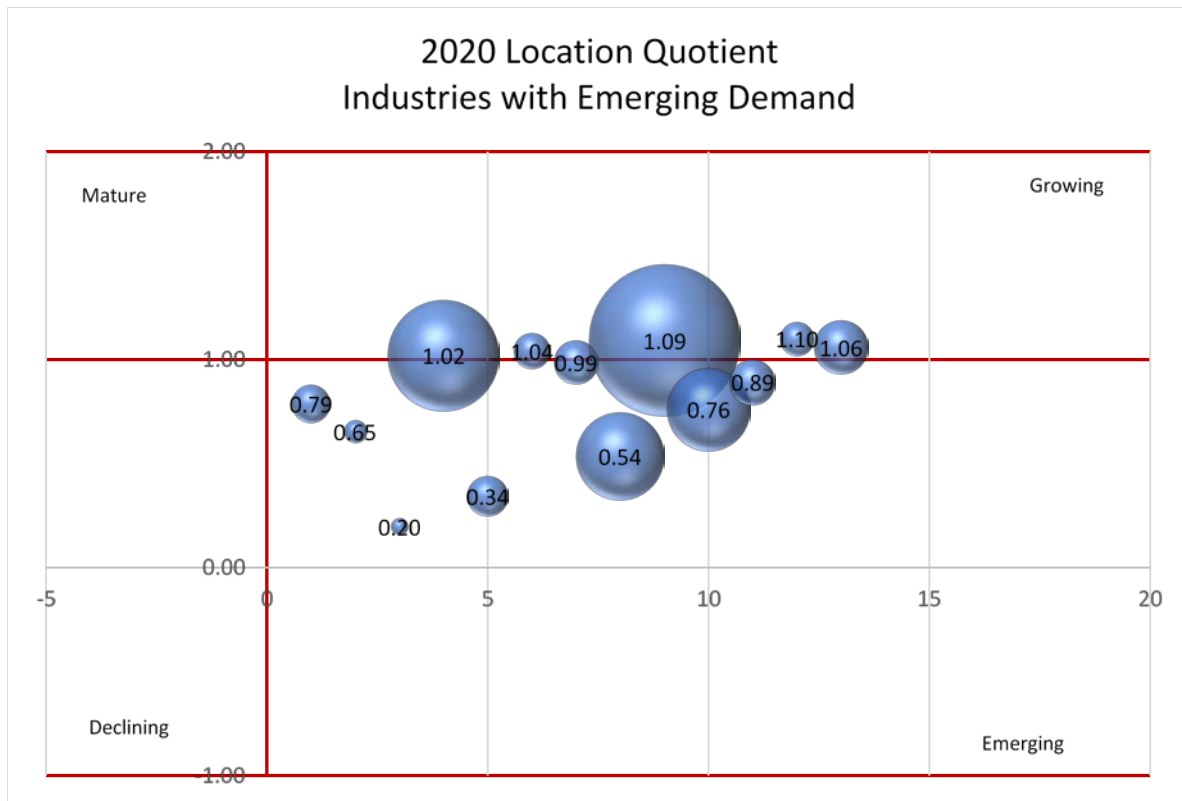
The following chart consists of a list of the top thirteen emerging industries in Orange County. This combined list of sectors accounted for 273,362 jobs in 2020. This group of industries is projected to grow to 327,315 jobs by 2030.

Mature	Growing
Location Quotients are greater than 1.2 and steadily decreasing	Location Quotients are greater than 1.2 and steadily increasing
Declining	Emerging
Location Quotient is less than 1.2 and steadily decreasing	Location Quotient is less than 1.2 and steadily increasing

Industries with Emerging Demand

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Competitive Effect	2015 Location Quotient	2020 Location Quotient	% Change in LQ
485	Transit and Ground Passenger Transportation	4,245	6,136	1,891	45%	1,209	0.64	0.79	14.56%
312	Beverage and Tobacco Product Manufacturing	1,551	2,080	529	34%	125	0.62	0.65	3.04%
481	Air Transportation	827	1,091	264	32%	197	0.16	0.20	3.29%
624	Social Assistance	41,749	50,822	9,072	22%	3,690	0.96	1.02	6.02%
484	Truck Transportation	5,604	6,621	1,017	18%	841	0.30	0.34	3.92%
562	Waste Management and Remediation Services	4,665	5,385	720	15%	158	1.02	1.04	1.58%
454	Nonstore Retailers	6,937	7,948	1,011	15%	273	0.97	0.99	2.00%
902	State Government	28,208	32,308	4,100	15%	3,552	0.48	0.54	5.19%
621	Ambulatory Health Care Services	84,699	96,614	11,915	14%	3,346	1.07	1.09	2.24%
623	Nursing and Residential Care Facilities	25,146	28,413	3,267	13%	2,887	0.69	0.76	6.72%
325	Chemical Manufacturing	7,473	8,441	968	13%	595	0.84	0.89	5.07%
337	Furniture and Related Product Manufacturing	4,263	4,802	540	13%	646	0.97	1.10	13.38%
446	Health and Personal Care Stores	10,942	12,253	1,312	12%	1,524	0.94	1.06	11.82%

Source: EMSI, Labor Market Analytics, 2021



The following is a list of the top occupations in Orange County with emerging demand. These occupations have a location quotient of less than 1.2 as of 2020. The location quotient has increased since 2015. The competitive effect is positive in these professions, demonstrating a high degree of regional-specific factors influencing job growth.

SOC	Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Median Hourly Earnings	Competitive Effect	2015 Location Quotient	2020 Location Quotient	% Change in LQ
31-1100	Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	30,483	54,644	24,161	79%	\$13.52	20,036	0.59	0.91	0.33
19-5000	Occupational Health and Safety Specialists and Technicians	574	877	303	53%	\$40.62	142	0.59	0.70	0.10
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	17,852	24,920	7,068	40%	\$23.94	5,082	0.77	0.96	0.18
33-1000	Supervisors of Protective Service Workers	1,127	1,383	256	23%	\$33.60	64	0.37	0.38	0.01
25-9000	Other Educational Instruction and Library Occupations	16,127	19,323	3,196	20%	\$18.30	1,792	0.85	0.93	0.07
53-3000	Motor Vehicle Operators	29,104	34,733	5,629	19%	\$19.04	3,050	0.61	0.66	0.05
53-2000	Air Transportation Workers	1,013	1,205	192	19%	\$45.77	115	0.28	0.31	0.03
11-9000	Other Management Occupations	39,256	46,246	6,991	18%	\$43.06	2,157	0.98	1.01	0.03
45-1000	Supervisors of Farming, Fishing, and Forestry Workers	94	111	17	17%	\$29.59	19	0.15	0.18	0.03
47-4000	Other Construction and Related Workers	3,271	3,835	564	17%	\$28.06	292	0.70	0.74	0.05

SOC	Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Median Hourly Earnings	Competitive Effect	2015 Location Quotient	2020 Location Quotient	% Change in LQ
51-8000	Plant and System Operators	1,618	1,842	224	14%	\$39.74	263	0.45	0.52	0.07
45-3000	Fishing and Hunting Workers	81	91	10	12%	\$19.64	24	0.19	0.26	0.07
53-7000	Material Moving Workers	76,369	85,529	9,160	12%	\$14.41	2,204	1.06	1.07	0.01
39-1000	Supervisors of Personal Care and Service Workers	2,551	2,841	290	11%	\$17.43	99	0.96	0.98	0.02
29-1000	Healthcare Diagnosing or Treating Practitioners	47,605	52,687	5,082	11%	\$51.85	906	0.79	0.79	0.00
39-9000	Other Personal Care and Service Workers	21,724	23,853	2,130	10%	\$14.05	2,621	0.81	0.90	0.09
25-1000	Postsecondary Teachers	17,453	19,004	1,551	9%	\$42.07	1,599	0.87	0.93	0.07
49-9000	Other Installation, Maintenance, and Repair Occupations	28,031	30,368	2,337	8%	\$22.97	643	0.83	0.83	0.01
33-2000	Firefighting and Prevention Workers	1,783	1,918	136	8%	\$40.45	110	0.48	0.50	0.02
21-2000	Religious Workers	4,340	4,639	299	7%	\$29.84	166	0.84	0.85	0.02
51-3000	Food Processing Workers	6,764	7,042	278	4%	\$14.06	198	0.76	0.77	0.01
45-4000	Forest, Conservation, and Logging Workers	116	120	4	4%	\$14.14	4	0.14	0.15	0.00
37-2000	Building Cleaning and Pest Control Workers	48,275	49,995	1,720	4%	\$14.85	3,534	1.01	1.07	0.06

Source: EMSI, Labor Market Analytics, 2021

2B. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

2Bi. Identify the in-demand industry sectors or occupations for the region.

The Orange RPU has identified four priority industry sectors (or industry clusters) with a substantial current and potential impact on the regional economy based on labor market information. Advanced manufacturing, health care, information communication technology and digital media, and retail, hospitality and tourism contribute to the growth and stability of other supporting businesses, industry sectors, and jobs that lead to economic self-sufficiency and advancement opportunities for Orange County residents.

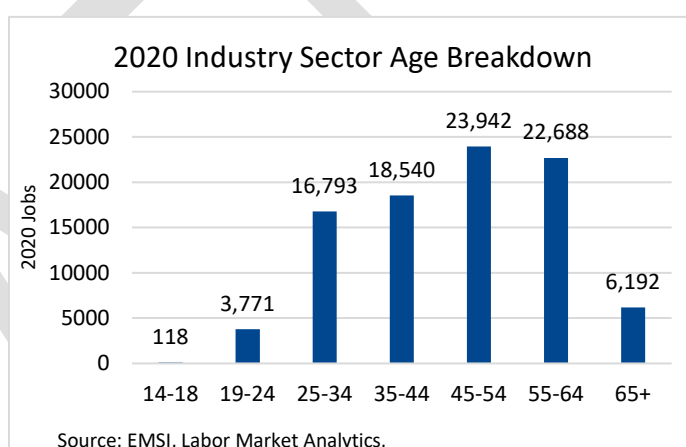
NAICS industry codes included in each sector

Industry	NAICS
Advanced Manufacturing	3240, 3251-54, 3259, 3271, 3279, 3311, 3313, 3315, 3331-3333, 3336, 3339, 3341-3346, 3351-3353
Healthcare	621,622,623
Information and Communications Technology (ICT)/Digital Media	51, 5415
Retail, Hospitality, & Tourism	44, 45, 71,72

The Advanced Manufacturing sector has 92,045 full and part-time jobs. The average earnings per job in 2020 was \$122,840. There were 2,169 payrolled businesses in the Orange County region in 2020. The industry growth between 2017 and 2020 was .9%, below the state average of 1.9%. Regardless of this slight upward percentage movement, manufacturing has been on the decline in the region and the nation. The expected change between 2020 to 2030 is -5.2%, with a loss of 4,741 jobs. Automation, change in skills required to perform new tasks, import competition, and a decrease in mobility are all reasons cited as contributions to the decline.

Despite the declining jobs, advanced manufacturing is a priority in the Orange RPU due to the number of jobs and the impact on the local economy, given the sector's total gross regional product (GRP) of \$23.8 billion. This sector represents approximately 10% of the county's total GRP. The advanced manufacturing sector has highly specialized and growing advanced manufacturing subsectors in Orange County. Medical equipment and supplies manufacturing had a concentration in the Orange County region five times higher than typical regional areas, with a location quotient of 5.43. Medical equipment and supplies manufacturing also increased jobs by 12% between 2015 and 2020, bringing the total employment in 2020 to 19,776. Other healthy and growing subsectors in the region are semiconductor and other electronic component manufacturing (LQ 3.28), audio and video equipment manufacturing (LQ 4.89), semiconductor and Other Electronic Component Manufacturing (LQ 3.28), and Manufacturing and Reproducing Magnetic and Optical Media (LQ 3.12), aerospace product and parts manufacturing (LQ 1.95).

Manufacturing companies will need a skilled worker pipeline to fill jobs in these specialized subsectors and retirement positions. The sector has an aging workforce regionally and nationally. Workers 65 and older represent 6.7% of the workers, and 24.6% are between 55 and 64. Recruiting and retaining a high-quality workforce for new technology-driving positions will be necessary for manufacturing innovation. There are multiple opportunities at various entry points for individuals with a high school diploma, a certification program, or a 2-4 year college degree.



The Healthcare sector has 158,224 full and part-time jobs. The average earnings per job in 2020 was \$77,496. There were 11,248 private and public healthcare establishments in the Orange County region in 2020. The industry growth between 2017 and 2020 was 5.4%, above the state's growth percentage of 5.2%. The expected change between 2020 to 2030 is 18.2%, with a gain of 28,832 jobs. The sector contributes \$15.5 billion in GRP, 9% of the county's total GRP. The healthcare sector comprises several related subsectors and supporting industries that include ambulatory health care services, hospitals, and nursing and residential facilities. The healthcare sector is growing and continues to be a stalwart industry throughout the pandemic. Healthcare is one of the few recession-proof industries, with registered nurses being the top posted occupation between January 2020 to 2021²². The sector will likely continue to be a driver of economic activity given the rapidly aging Orange County population, increasing the likelihood that many residents will require more health care and support services.

²² EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

The ICT/Digital Media (ICT) sector has 54,096 full- and part-time jobs. Computer programming services, computer systems design services, and software publishers have the highest number of jobs in the county, at 33,410 jobs combined. The average earnings per job in 2020 was \$132,987. There were 4,545 payrolled business locations in the Orange County region in 2020. The industry growth between 2017 and 2020 was 0.8%, below the nation's percentage of 3.5%. The expected job growth between 2020 to 2030 is 7.1%, with a gain of 3,849 jobs. The sector contributes \$16.1 billion in GRP, 11% of the county's total GRP. The technology sector accounts for a significant portion of Orange County's economic activity, as economies, jobs, and personal lives become more digital and automated. The ICT sector develops innovative services and products that impact all industries in a region. The ICT applications can be seen in manufacturing with computer simulation and the healthcare industry with the rise of telemedicine and telehealth. Training and upskilling of existing staff in the industry will be crucial in ensuring regional competitiveness.

The Retail, Hospitality, and Tourism sector has 369,332 full- and part-time jobs, making it the largest targeted sector of the RPU. The average earnings per job were \$39,625 in 2020. There were 19,500 payrolled establishments in the Orange County region in 2020. The number of jobs declined by 5.9% between 2017 and 2020. The state and the nation declined by 5.7% during the same period. The expected change between 2020 to 2030 is a growth of 3.0% and 11,153 job gains. The sector contributes \$26.2 billion in GRP, 10% of the county's total GRP. According to the Orange County Visitors Association, OC welcomed 50.2 million visitors who spend 413 billion dollars in 2019. This sector is part of Orange County's DNA and was hit the hardest by the pandemic's effects. The industry sector is diverse and includes hotels, restaurants, entertainment venues, cultural attractions, sports parks, theme parks, food establishments, retail stores, and other venues. The industries with the highest numbers of jobs in 2020 were full-service restaurants (60,461), limited-service restaurants (52,828), and amusement and theme parks (27,368).

Often the jobs within these industries are characterized by low-wages. The industry has historically offered entry-level employment opportunities to new immigrants and candidates with a high school diploma. While many jobs exist in lower-paid, entry-level classifications, there are many opportunities to secure positions offering higher compensation. The challenge is ensuring those in entry-level positions obtain additional job-specific skills and English language skills necessary to qualify for promotional opportunities. Sector strategies and incumbent worker training are workforce development strategies that can play an essential role in lifting people up from lower-wage jobs.

2Bii. Describe how the RPU and regional partners will expand or develop, and then implement sector initiatives for those in-demand industry sectors or occupations.

Orange RPU started the regions sector partnership work under the Slingshot grant. The RPU engaged John Melville, a national leader in the design and practice of next-generation industry engagement. John Melville's initial work guided the launch of Industry Sector Partnerships (ISP) in the RPU's four priority sectors using the Next Gen Sector Partnership model. The first

collaboration meetings occurred just before the COVID-19 pandemic. These meetings represented a starting point for a partnership that will deepen and grow over the next several years. The RPU had participation from core partners, employers, chambers, and unions. The Orange RPU regional organizer will continue to lead the sector partnership work.

The goal of the RPU sector partnership strategy is three-fold:

1. Conduct regular sector meetings with employers to identify common industry priorities, address shared vitality issues, and understand hiring and training needs to create a pipeline of qualified candidates in growing sectors.
2. Develop workforce strategies in partnership with adult education, community colleges, and other partners that include mapping career pathways, work-based learning, and apprenticeship programs.
3. Unify and coordinate business engagement efforts by all partners to minimize duplication of efforts, minimize employer fatigue, and promote systemic change that benefits the industry, workers, and the community.

To address upward income mobility and improve economic self-sufficiency, continuous and authentic industry leadership and shifts in workforce strategies are needed to transition low-skill job seekers into middle-skill careers and address underemployment in the region. The pandemic has slowed the industry sector's work progress. The RPU is still committed to re-engaging employers and partners and building upon the industry sector work started.

The RPU will work jointly with the Los Angeles/Orange County Regional Consortium (LAOCRC) as the lead sector strategy convening team. LAOCRC serves as a regional framework to communicate, coordinate, collaborate, promote and plan career and technical education and workforce and economic development in the Los Angeles/Orange County Region. In Orange County, LAOCRC includes nine community colleges and one stand-alone continuing education (noncredit) center within four community college districts. LAOCRC Regional Consortium has identified separate priority sectors for each subregion. Orange County community college sectors are shown below. Four of the community college sectors align with the Orange RPU priority industry sectors; however, the RPU changed the titles to match those of the community college to ensure no confusion on the region's priority industries.

Priority Sectors for the OC Region

Sectors	Community Colleges	Orange RPU
Advanced Manufacturing	✓	✓
Advanced Transportation & Logistics	✓	
Life Sciences/Biotech	✓	
Business and Entrepreneurship	✓	
Energy, Construction, and Utilities	✓	
Healthcare	✓	✓
ICT/Digital Media	✓	✓
Retail, Hospitality, & Tourism	✓	✓

In partnership with LAOCRC, the RPU will expand sector partnerships by working with Orange County chambers of commerce and other community and educational partners to identify additional core team members who will support strengthening industry sector partnerships. Orange County has many state, county, and local civic organizations, four community college school districts, twenty-seven K-12 school districts, California State University and University of California systems, and numerous other public and private stakeholders with a vested interest in workforce and economic development. Such a large number of stakeholders requires a great deal of commitment from the core group to build deep, sustainable relationships resulting in career pathways and a steady pipeline of workers within our identified priority sectors.

This core team will be responsible for developing and carrying out an action plan that provides a strategic and coordinated effort to unify business engagement efforts, identify and engage industry champions, other businesses, and support partner organizations. The core team will relaunch sector meetings in the four sectors to gather information about the challenges and opportunities. After the initial meetings, employers will be invited to regular meetings to set goals to address their needs and take actions with the partners on those goals. Meetings and agendas will be employer-driven, and actions taken will create a pipeline of qualified candidates who meet industry needs for in-demand occupations.

Although the RPU has started using the Next Gen model, fidelity is not as important as determining the appropriate strategies tailored to the Orange County regional economy, industry sectors, and worker populations. The RPU will schedule industry sector group meetings, and the groups will begin to identify strategies, design appropriate programs and services, and then move into the implementation of sector projects. Implementation will likely include a mix of basic strategies that include:

- Training and skills development to bring new employees into specific industries and occupations
- Business development
- Incumbent worker training
- Labor market and industry research
- Restructuring of work environments to improve recruitment, hiring, training, compensation, and retention strategies
- Integrating two or more of these strategies in a multifaceted approach

2C. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

2Ci. Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits. This should include whether the RPU has, or plans to develop, a formal policy related to job quality.

The Orange RPU is committed to identifying strategies that improve the workforce system, ensuring that it enables economic growth and shared prosperity for employers and employees. The California Workforce Development Board defines quality jobs as employment that provide

family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input and are stable, predictable, safe, and free of discrimination. The local boards are attuned to the pandemic's increased impact on residents in lower-paying jobs and the increasing national attention given to those in low-wage jobs and who face increased inequality. The RPU and regional partners work tirelessly to move unemployed and underemployed individuals, especially those with barriers to employment, into higher-paying jobs with benefits.

Before the pandemic, Orange County's unemployment numbers were historically low. But unfortunately, low unemployment did not mean all Orange County residents were thriving. Based on the two hundred and sixty-sixth percentile (266%) of the 2020 Federal Poverty Levels, the self-sufficiency standard in Orange County is \$23.89 an hour for a family size of 2. Low-wage workers have suffered the most in this pandemic-induced recession. In 2020, 741,966 of the 1,805,612 jobs (42%) had an average wage of less than \$20.00 an hour. The majority of these jobs (511,322) were held by minority workers, with Hispanics holding the largest share of these lower-wage jobs (46%). Massive job losses have been concentrated among lower-wage workers in retail, hospitality and tourism, and food service jobs.

The region's targeted industry sectors show potential for family-sustaining wages but are not immune to offering lower wages. Such jobs are a big part of the Orange County regional economy, given its large footprint in the retail, hospitality, and tourism industry. While some of these entry-level occupations in targeted industry sectors have well-articulated career pathways to a job with self-sustaining wages, each of the professions provides foundational skills that will better qualify individuals for enhanced employment and income opportunities. Aspen Institute's work on sectoral workforce development strategies identified two fundamental approaches to helping people connect to better employment:

- 1) removing barriers to good jobs for low-income people and
- 2) improving the quality of jobs in key sectors in which many low-income people work²³.

The RPU and regional partners understand the importance of developing strategies that accomplish both. Through industry sector work, the RPU is committed to ensuring that job training is a bridge to more financial stability and not a funnel for low-skill individuals into low-wage occupations.

The Orange RPU understands its role in investing in and advocating for quality jobs. The RPU will develop a standard tool for determining job quality to assess what industries, companies, and jobs to target. The RPU will prioritize working with employers who provide quality jobs and those interested in improving their job quality and being part of moving low-wage workers into better-paying positions. The RPU will develop business engagement protocols that focus on engaging businesses that provide quality jobs or have an interest in improving job quality. The RPU will work with industry sector business leaders to ask questions and begin conversations around job

²³ Maureen Conway et al., *Sectoral Strategies for Low-Income Workers: Lessons from the Field* (Washington, DC: Aspen Institute, October 1, 2007), <https://www.aspeninstitute.org/publications/sectoral-strategies-low-income-workers-lessons-field/>

quality, helping businesses understand how workforce investments can improve their competitive advantage.

Through sector work, the RPU will work with the businesses and regional partners to identify entry-level positions and develop career pathways with multiple entry and exit points, ensuring individuals understand their path to self-sufficiency. The RPU will review high-road employment practices and strategies, such as the National Fund's Design Framework, to design better jobs. Their approach meets employers where they are and supports them along a continuum of improvement. Lastly, the RPU will target limited dollars for on-the-job training and incumbent worker training towards quality jobs that provide upward mobility.

2Cii. Describe how the RPU and regional partners will work together to identify shared target populations and develop targeted service strategies

The one-stop delivery system provides the local boards and partners the framework to continue and advance discussions of how workforce programs can be more effective, efficient, and aligned. The regional partners recognize that the answers will only come when we step out of our respective silos. The RPU and partner organizations have identified and are currently addressing the needs of shared target populations that include English language learners, justice-involved individuals, individuals with disabilities, Veterans, and disconnected and foster youth. A recurring theme in our planning meetings was that organizations seeking to serve these populations feel they would benefit from better linkages with other organizations doing the same work or complementary work.

The RPU has regularly scheduled meetings to address service delivery and performance for all but one of these targeted groups, English language learners. During the regional planning meetings, the local boards and partners shared promising practices to address English language learners' specific challenges. The group discussed two distinct subcategories, those with low skills and education and those with higher skills and educational degrees from other countries. The RPU and partners made commitments to reconvene to discuss how we can collectively improve service delivery to English language learners and determine if other populations warrant different workforce development strategies to serve them more effectively.

2Ciii. Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities have equal access to the regional sector pathways, earn and learn opportunities, supportive services, and other approaches identified by the RPU. This should include whether the RPU has, or plans to develop, a formal policy related to equity.

The RPU and regional partners will ensure historically unserved and underserved populations have equal access to regional sector career pathways and other services and support through sector partnerships. Through sector partnership work, the RPU and partners will have the opportunity to work with employers to create career pathways that help mitigate the many challenges unserved and underserved populations face in completing educational goals and

moving into employment with family-sustaining wages. Workforce development programs and supports should not be designed as a one-size-fits-all solution. The populations we serve are diverse, and program designs should reflect this diversity if we are going to close the skills gap and combat economic inequality. Career pathways are a service-delivery model that can close achievement gaps and advance racial equity by helping individuals build skills over time. Career pathways are a long-term approach to serving individuals with limited basic skills or other employment barriers that the local boards are committed to developing.

Sector partnership work will also provide an opportunity for the RPU to address issues such as degree inflation that tend to exclude minorities from jobs during the hiring process. According to Manjari Raman, director of Harvard Business School's project on Managing the Future of Work, degree inflation refers to jobs that historically required more than a high school diploma or less than a college degree but now require a college degree²⁴. Explicitly requiring degrees for positions instead of the jobs' skills exacerbates the effect of racial disparities in educational achievement and eliminates workers who may have acquired the skills in other ways. Also, through sector partnership work, other hiring practices that disproportionately affect minorities, such as automatically excluding potential employees using criminal background checks and credit checks, can be discussed.

Another strategy that the sector partnerships will address is creating work-based learning programs and pre-apprenticeship programs. Pre-apprenticeships can be valuable for people of color who have been historically underrepresented in apprenticeships. Work-based learning programs can provide vital formal access to employers that the population may not have had when relying on their existing professional and social networks.

During the regional planning meetings, two general themes surfaced every session. One was how some people lacked access to OC One-Stop services and the second issue was the lack of digital literacy and access to broadband services. These are issues that the pandemic has exacerbated. Attendees discussed how transportation and childcare needs, and a general lack of understanding of the services available, contribute to preventing a large percentage of those most in need of assistance from accessing them. The local boards recognize specific populations require more outreach and require unique methods and strategies for locating, attracting, and retaining their participation in workforce programs. The Orange County Board recently purchased a mobile unit equipped with 12 computers inside and a monitor outside for presentations. The mobile unit is accessible by wheelchair by using the wheelchair lift. The mobile unit will serve as a mobile One-Stop Center for the Orange County community. During the regional planning meetings, the local boards discussed options for deploying the mobile unit to low-income communities, areas not close to a comprehensive One-Stop Center, and partner locations to increase access and awareness of services. Also, the partners will explore developing and using outreach and communication responsive to the targeted populations. The boards and partner agencies will also explore additional referral agreements and referral processes with

²⁴ Morgan, Kate. "Degree Inflation": How the Four-Year Degree Became Required." BBC Worklife, BBC, 28 Jan. 2021, www.bbc.com/worklife/article/20210126-degree-inflation-how-the-four-year-degree-became-required#:~:text=Corbett%20is%20a%20victim%20of,Managing%20the%20Future%20of%20Work.

other organizations that can be engaged as partners to serve targeted people in their communities. Disadvantaged and vulnerable populations need increased support services, multiple service strategies, co-enrollment in additional programs, referrals to community service providers, and a team approach to succeed in the labor market.

Broadband internet access is necessary for participants to complete enrollment applications, financial aid applications, and work requirements. Job openings are now almost exclusively accessible via the internet. Many job search websites are not fully accessible to mobile phone users. The digital divide between people who have broadband internet access and those who have no access or cell phone-only access is also a huge barrier to accessing post-secondary education and entering the workforce. The RPU and regional partners have discussed the need for partners to collectively address the digital divide and commit to convening a workgroup to address this issue.

The RPU has had informal conversations on strategies to address issues related to equity. The boards are committed to continuing the dialogue on regional equity issues and policy development related to equity.

2D. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

2Di. Describe any regional service strategies, including use of cooperative service delivery agreements or MOU.

A cooperative service agreement has been established between the three local boards to solidify the commitment to the overall workforce and economic development of the OC Region through system alignment, integration of service delivery, and leverage/braiding of funding. The regional boards have a very active and healthy partnership. Regional service strategies include:

- Improve and enhance customer experience by ensuring staff receives ongoing professional development training and cross-training
- Meet the needs of employers by implementing and scaling career pathways
- Improve the quality of the workforce by improving alignment and partner connections
- Align investments in targeted populations and industry sectors
- Expand opportunities for employers and participants to engage in integrated learning and work experience activities
- Sharing resources and braiding funds for tools and services that support the region as a whole

2Dii. Describe any regional administrative cost arrangements, including the pooling of funds for administrative costs for the region.

The three boards in the Orange County RPU collaborate on multiple projects, with one or the other board acting as the fiscal agent. The RPU does not have any overarching arrangements or intent to pool funds for administrative costs at this time.

Orange County RPU's goal is to better align workforce services with economic development, educational institutions, and business. The boards will consider administrative costs arrangements if it allows the RPU to accomplish the objectives of the RPU more efficiently.

DRAFT

APPENDICES:

3A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

DRAFT

3B. PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

DRAFT

3C. SIGNATURE PAGE

ORANGE COUNTY REGIONAL PLANNING UNIT

The regional plan represents the Orange Regional Planning Unit efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This regional plan, inclusive of a unified local plan, is submitted for the period July 1, 2021, through June 30, 2024, in accordance with the provisions of WIOA.

LOCAL BOARD CHAIRS

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Signature

Teri Hollingsworth

Name

Chair, Orange County Workforce Development Board

Title

Date

ANAHEIM WORKFORCE DEVELOPMENT BOARD

Signature

Joe Paquette

Name

Chair, Anaheim Workforce Development Board

Title

Date

SANTA ANA WORKFORCE DEVELOPMENT BOARD

Signature

Stacey Sanchez

Name

Chair, Santa Ana Workforce Development Board

Title

DateLOCAL ELECTED OFFICIALS

COUNTY OF ORANGE BOARD OF SUPERVISORS

Signature

Andrew Do

Name

Chair, Orange County Board of Supervisors

Title

Date

CITY OF ANAHEIM COUNCIL

Signature

Harry Sidhu

Name

Mayor, City of Anaheim

Title

Date

CITY OF SANTA ANA COUNCIL

Signature

Vicente Sarmiento

Name

Mayor, City of Santa Ana

Title

Date

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REGIONAL PLAN CONTENT

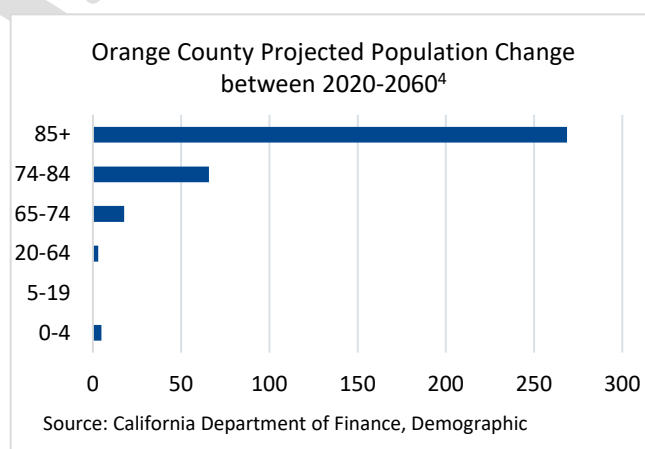
2A. ANALYTICAL OVERVIEW OF THE REGION

The Orange Regional Planning Unit (RPU) is comprised of three local Workforce Development Boards (WDBs) serving 34 cities and several large unincorporated areas in Orange County (OC). The RPU includes the Anaheim Workforce Development Board, which serves the City of Anaheim, the Santa Ana Workforce Development Board, which serves the City of Santa Ana, and the Orange County Workforce Development Board, which serves the remaining 32 cities and unincorporated areas of Orange County. Orange County is the third-most populous county in California (3,193,929 people)¹ and the sixth-most populous in the nation. The region's population has increased by 1.4% since 2015, growing by 44,649 people.

Orange County had experienced several years of job growth and economic vitality, resulting in record-low unemployment rates before the COVID-19 pandemic. The pandemic has since derailed this long streak of growth and the long-term social and economic impacts remain to be seen. Orange County's Gross Domestic Product (GDP) increased annually since 2009 to 269.2 billion in 2019.² Orange County's economy ranked 3rd in California and 8th nationally in 2018 based on its GDP. Orange County has employed 1,598,700 in nonfarm jobs as of December 2020. The median household income was \$85,400 in 2018, \$25,100 above the national average.³

Year	GDP
2015	\$ 225,178,787.00
2016	\$ 234,053,392.00
2017	\$ 247,314,645.00
2018	\$ 256,981,877.00
2019	\$ 269,229,776.00

Orange County is experiencing demographic shifts that have economic and workforce implications. Over the next several decades, Orange County's senior population will increase significantly while working-age populations fall. According to the California Department of Finance (DOF), estimates show seniors 65-74 will increase by 17.75%, 74-84 group by 65.7%, and 85 or older will increase by 268.7%. The population change will likely require increased employment in health care and other senior service occupations. Simultaneously, the shrinking working-age population could impact economic prosperity and cause more challenges for employers filling open positions.

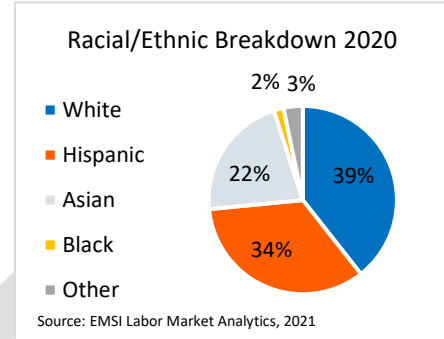


¹ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

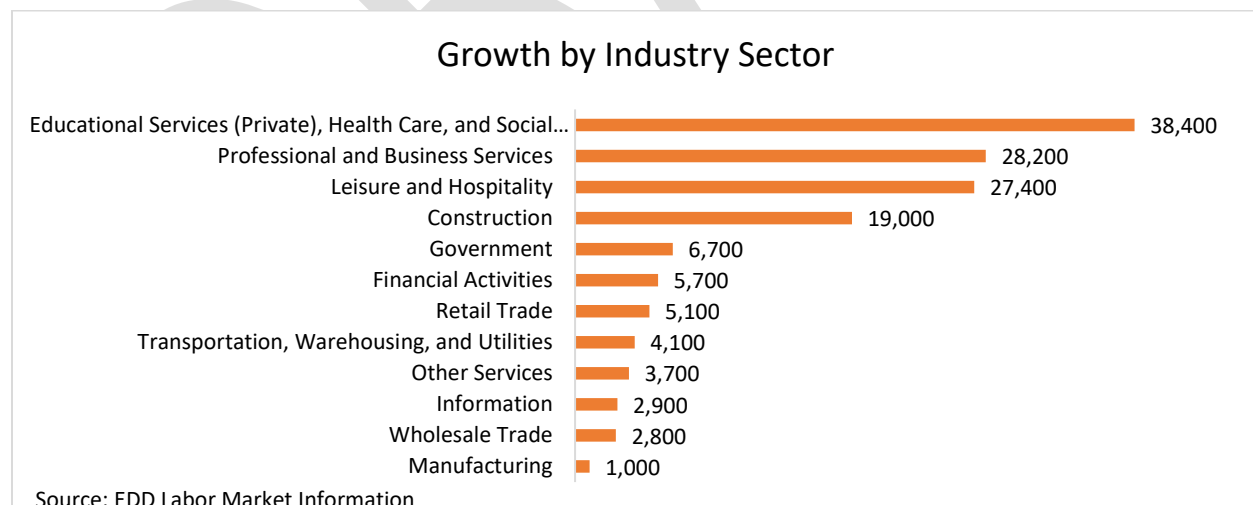
² "GDP: U.S. Bureau of Economic Analysis (BEA)." GDP | U.S. Bureau of Economic Analysis (BEA), www.bea.gov/data/gdp.

³ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

Ethnic diversity in Orange County is high. The national average for an area the size of Orange County is 1,266,735 racially diverse people, while there are 1,910,690 in OC.⁴ Orange County's diversity is projected to continue to grow through 2060. Whites (39%) and Hispanics⁵ (34%) make up the largest percentage of the Orange County population, with the Hispanic population growth between 2015 and 2020 at 19%, while the white population declined by 4%.⁶ Growing diversity will increasingly be a key workforce and economic development advantage for Orange County. Diversity often creates an environment where the exchange of ideas, strategies, and viewpoints fuel innovation and entrepreneurship, contributing to sustained economic success. Racial diversity challenges local education providers and workforce development to support English learners' success by improving program support and creating innovative programs such as vocational ESL programs. Non-English language speakers represent 45.5% of Orange County residents, which is higher than the national average of 21.9%. In 2018, Spanish was the most common non-English language spoken, with 24.8% of Orange County residents being native Spanish speakers. Vietnamese (6.44%) and Chinese (2.94%) are the second and third most common languages.⁷



Industry employment which includes self-employment, private household workers, farm and nonfarm jobs in Orange County, is projected to reach 1,853,600 by 2026, a 9.3% increase over the ten-year projection period of 2016 to 2026. Twelve of the 13 nonfarm industry sectors are projected to grow during this period.



Total nonfarm jobs are projected to gain 145,000 jobs by 2026. Significant job growth is projected in four industry sectors with educational, health services, and social assistance, leading to

⁴EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

⁵EMSI Labor Market Analytics, 2021, www.economicmodeling.com, Hispanic population includes all races that identify as Hispanic.

⁶EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

⁷Bureau, US Census. "American Community Survey Data Releases." *The United States Census Bureau*, 31 July 2020, www.census.gov/programs-surveys/acs/news/data-releases.2018.html.

expected gains of 38,400 jobs, with 17,300 projected to be in ambulatory health care services. Professional and business services is projected to add 28,200. Leisure and hospitality is projected to grow by 12.9%, adding 27,400 jobs. Construction is projected to add 19,000 with 13,700 of the jobs in the specialty trades subsector.⁸

The top five fastest-growing industry sectors are construction (19.5%), health care and social assistance (18.9%), leisure and hospitality (12.9%), information (11%), and professional and business services (9.5%).⁹

The industry sectors that added the most jobs between 2017 and 2020 are represented in the chart below.

NAICS	Description	2017 Jobs	2020 Jobs	2017 - 2020 Change
62	Health Care and Social Assistance	196,290	209,045	12,755
56	Administrative and Support and Waste Management and Remediation Services	153,583	162,612	9,029
54	Professional, Scientific, and Technical Services	151,234	156,909	5,674
55	Management of Companies and Enterprises	33,320	37,935	4,616
23	Construction	121,891	125,428	3,537

Source: EMSI Labor Market Analytics, 2021

Orange County is a thriving hub for medical device companies and cutting-edge industry sectors, including life sciences, information technology, digital arts and media, and advanced manufacturing. It is also known for its growing ecosystem of entrepreneurship and innovation. Many Southern California startups work on virtual and augmented reality, cybersecurity, biomedical science, bioengineering, medical imaging, medical device, and environmental health technologies. Over the next several years, Orange County is poised to be at the center of emergent industries based on educational and intellectual assets in the region. The county's most robust traded clusters with a high employment specialization in the area are medical device manufacturing (US Ranking 1), lighting and electrical equipment manufacturing (US Ranking 2), apparel manufacturing (US Ranking 3), information technology and analytical instruments manufacturing (US Ranking 5), and financial services (US Ranking 6).¹⁰

2Ai. Provide an analysis of current employment and unemployment data.

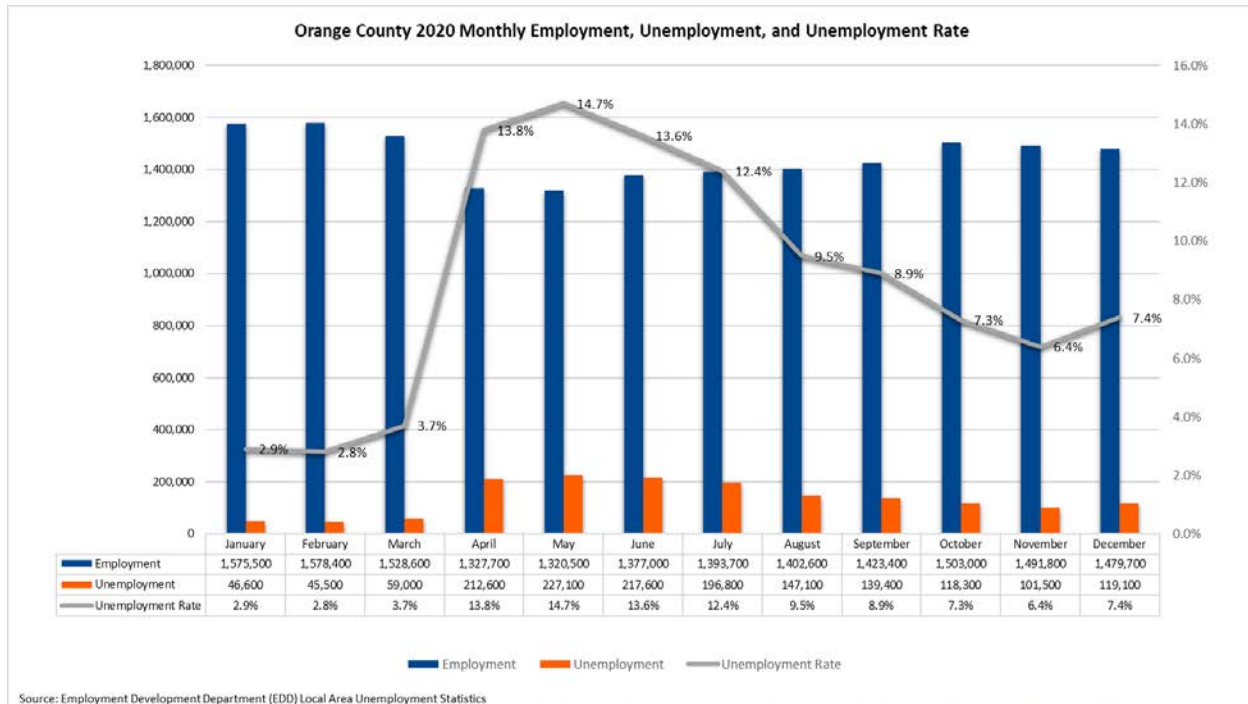
Orange County had a positive economic outlook before the impacts of the COVID-19 pandemic. In January of 2020, Orange County had an unemployment rate of 2.9%, the lowest in Southern California. In the preceding 12 months, the county's unemployment rate had not exceeded 3.1%. Before California's first statewide stay-at-home order issued in March, closing all nonessential businesses and restaurant dining, the unemployment rate stood at 2.8% in February of 2020. The economic disruption from COVID-19 resulted in steep job losses, with the unemployment rate quadrupling at its peak of 14.7% in May 2020, the highest unemployment rate ever recorded for

⁸ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov

⁹ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov

¹⁰ "U.S. Cluster Mapping: Mapping a Nation of Regional Clusters." U.S. Cluster Mapping | Mapping a Nation of Regional Clusters, www.clustermapping.us/.

Orange County. The rates slowly declined to 6.4% in November 2020 before ascending to 7.4% in December 2020 when regional stay-at-home orders went back into effect. This rate compares with an unadjusted unemployment rate of 8.8 percent for California and 6.5 percent for the nation during the same period.¹¹

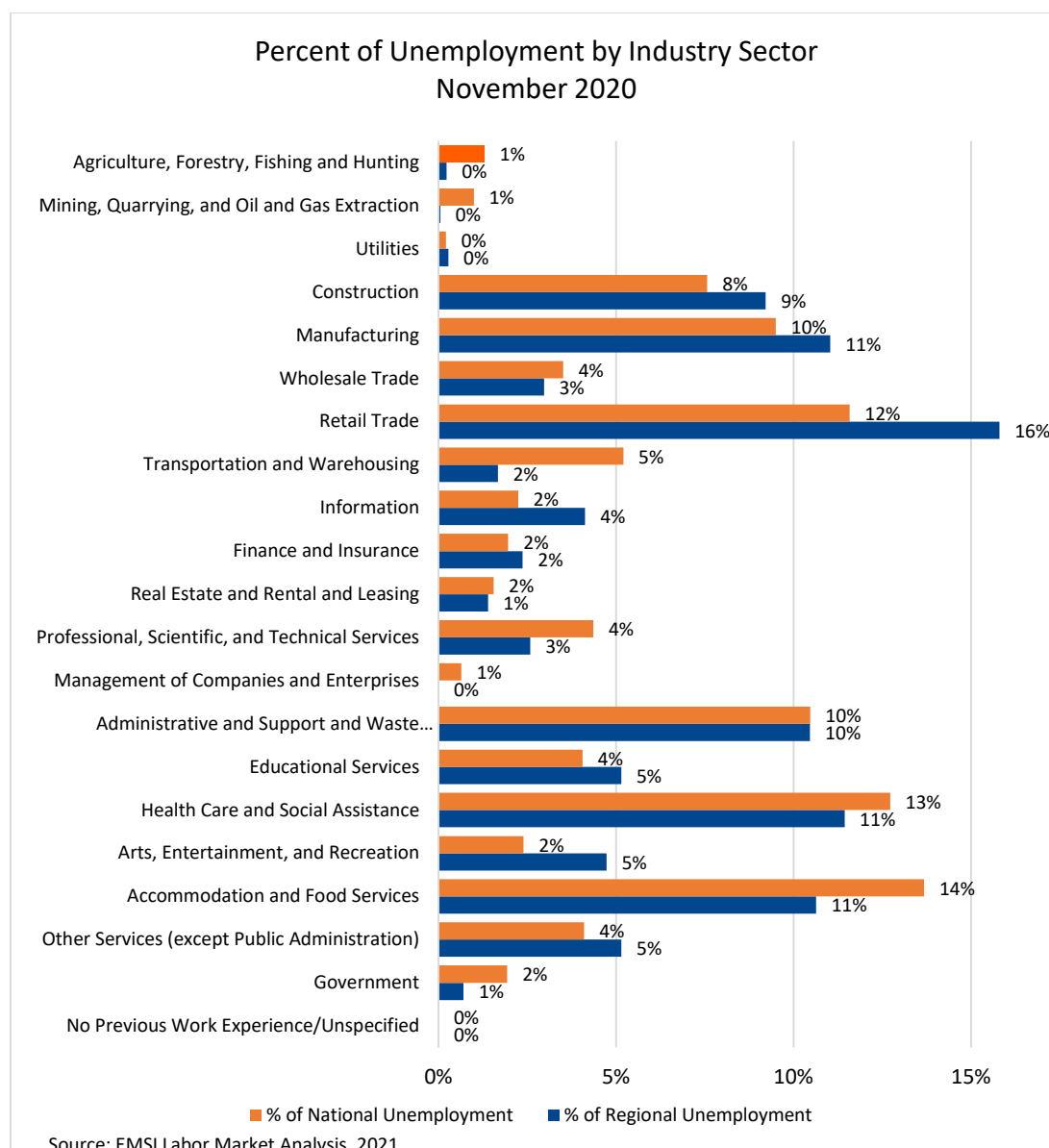


Concentrated job loss in hospitality and tourism stung more sharply in the Orange County region due to its economic dependence on tourism. In 2019, a record 50.2 million travelers visited Orange County, spending \$13.0 billion¹², however with the continued closure of major tourism sites, especially Disneyland Park, the leisure and hospitality industry and surrounding cities remain heavily impacted. The percent of unemployment by industry sector shows a grim picture for industries that rely heavily on tourism. As of November 2020, retail trade had the highest unemployment numbers at 16,063, and accommodation and food services had 10,815 unemployed. Other industries with high numbers of unemployment include Health Care and Social Assistance (11,628), Manufacturing (11,215), Construction (9,371).¹³

¹¹ *Labor Market Information*, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

¹² *Orange County Visitors Association, 2019, Orange County Visitors Association 2019-2021 Destination Marketing Plan*, www.travelcostamesa.com/visittheoc/wp-content/uploads/2019/08/Marketing.pdf.

¹³ *EMSI Labor Market Analytics*, 2021, www.economicmodeling.com.



The pandemic-induced recession caused a loss of 267,600 nonfarm jobs between February and April in Orange County. The employment loss between March and April of 2020 alone was 225,800, the largest ever recorded in a single month. All industry sectors experienced declines between February and April, but leisure and hospitality (down 102,800) accounted for 38 percent of the total nonfarm job loss during this period¹⁴. Most of the decline was between March and April, with a loss of 90,300 jobs. Seventy-seven percent of the drop occurred in accommodation and food services (down 70,300 jobs), led by decreases in food services and drinking places (down 59,800 jobs). Other significant drops during this period include arts, entertainment, and recreation, which fell by 20,000 jobs. Trade, transportation and utilities decreased by 31,400 jobs, with retail trade accounting for 66 percent of the decline (down 20,800 jobs). Wholesale trade dropped by 8,800 jobs, and transportation, warehousing and utilities decreased by 1,800

¹⁴ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

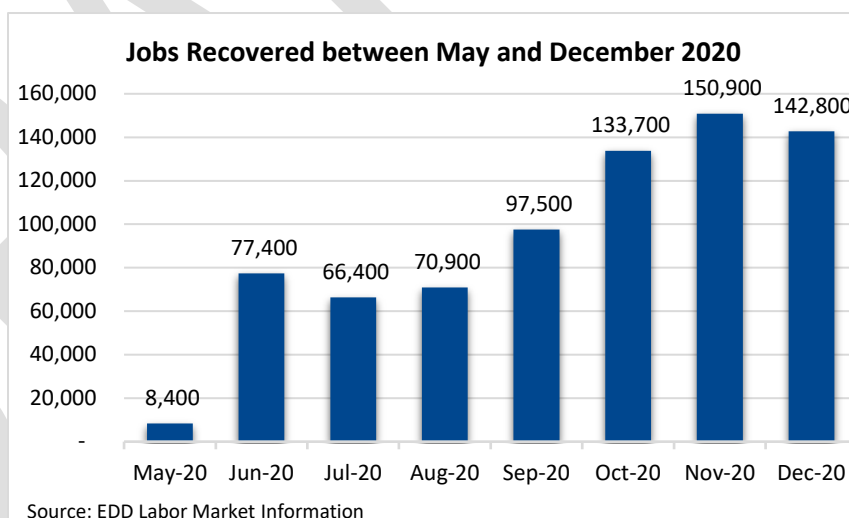
jobs. Professional and business services declined by 29,200 jobs. Administrative and support services, which includes temporary help firms, dropped by 18,900 jobs.¹⁵

Pandemic Job-Related Losses ¹⁶

Industry	Feb-20	Mar-20	Apr-20	Dec-20	Feb to Apr	% change	April to December	% of losses recovered	Shortfall as of December
Total Nonfarm	1,677,800	1,636,000	1,410,200	1,553,000	-267,600	15.9%	142,800	53.4%	124,800
Construction	105,400	100,600	96,800	107,900	-8,600	8%	11,100	129%	-2,500
Manufacturing	158,700	157,500	143,200	145,300	-15,500	9.8%	2,100	13.5%	13,400
Transportation & Warehousing	26,700	26,300	24,300	29,600	-2,400	9.0%	5,300	220.8%	-2,900
Professional & Business Services	326,300	313,300	288,400	318,400	-37,900	12%	30,000	79%	7,900
Educational Services	34,500	34,400	31,100	27,600	-3,400	9.9%	-3,500	-102.9%	6,900
Health Care & Social Assistance	200,600	198,800	172,600	196,400	-28,000	14.0%	23,800	85.0%	4,200
Leisure & Hospitality	227,500	215,000	124,700	168,700	-102,800	45.2%	44,000	42.8%	58,800
Other Services	50,800	44,400	33,000	41,100	-17,800	35.0%	8,100	45.5%	9,700
Government	168,700	170,500	162,000	156,100	-6,700	4.0%	-5,900	-88.1%	12,600

As California moves toward reopening, regional differences will contribute to the pace of recovery. The current depth of job losses and Orange County's reliance on service sectors means the region will have more ground to make up. How quickly businesses reopen and rehire will depend on their viability and how public health risks evolve within the area. For sectors and companies that rely on in-person interaction,

the recovery pace is likely to be slower. As of December 2020, the county recovered 142,800 nonfarm jobs, which is equivalent to 53% of the job losses since the pandemic recession. Most industries are experiencing incremental job gains monthly. Transportation and utilities and construction jobs have exceeded pre-pandemic levels, with the largest month-over increase, up 4,200 jobs. Wholesale trade gained 1,800 jobs, retail trade added 1,500 jobs, and transportation, warehousing and utilities expanded by 900 jobs.¹⁷

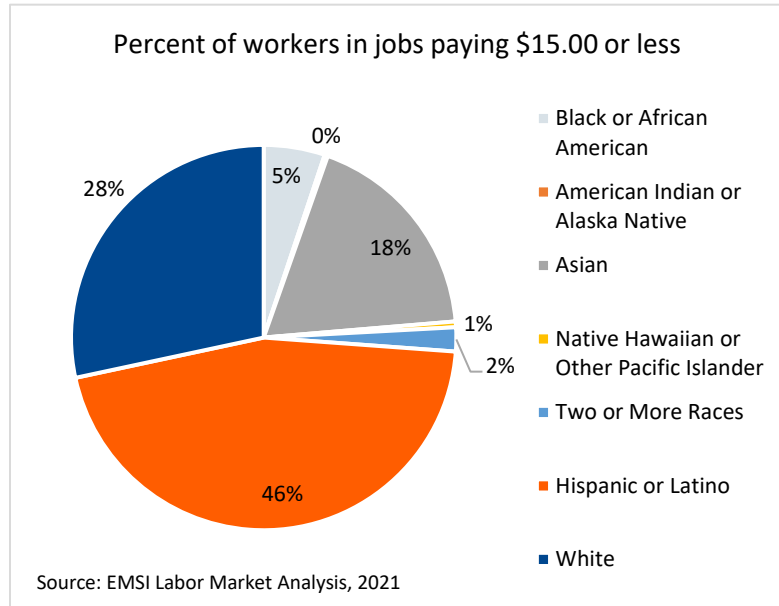


¹⁵ Labor Market Information, EDD, 2021, <https://www.labormarketinfo.edd.ca.gov/geography/orange-county.html>

¹⁶ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

¹⁷ Labor Market Information, EDD, 2021, www.labormarketinfo.edd.ca.gov/data/lmi-by-subjects.html.

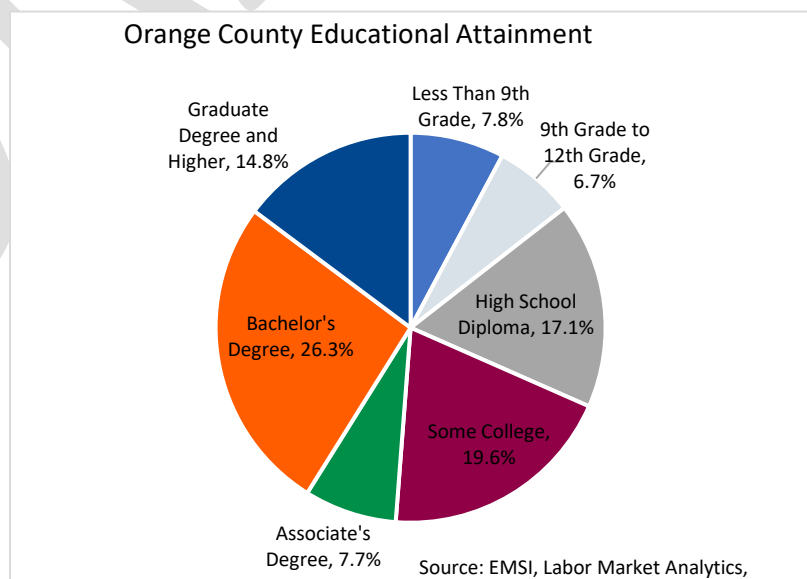
According to Opportunity Insight's Economic Tracker, the drastic difference between the low and high quartiles shows that lower-income bracket workers are disproportionately affected by the pandemic. In Orange County, as of November 15, 2020, employment rates among workers in the bottom wage quartile (<\$27K) decreased by 25.4%, middle quartile (\$27K-\$60K) decreased by 1.4%, and high quartile (>\$60K) increased 6.8% compared to January 2020¹⁸. Minority residents mostly held these lower-paying jobs and went into this economic crisis much more financially insecure and unstable.



2Aii. Provide an analysis of the current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.

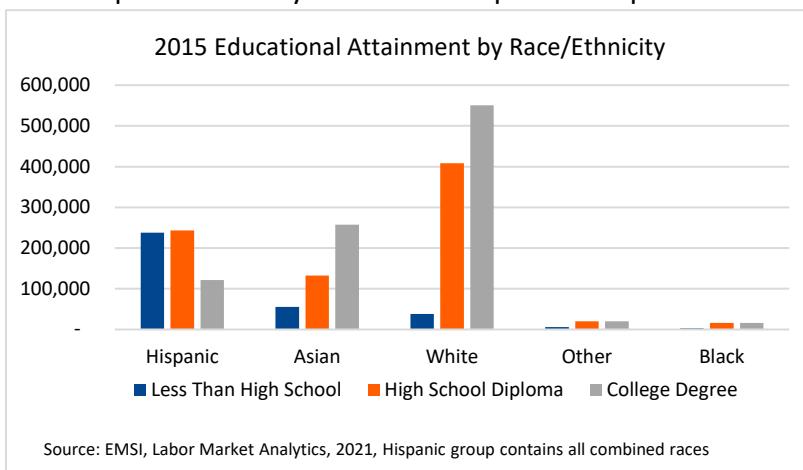
Orange County is home to major universities such as the University of California, Irvine (UCI), California State University, Fullerton (CSUF), and Chapman University. It has four community college districts with nine community colleges. These community colleges educate approximately 310,000 students in credit and noncredit courses each year.

Orange County's primary competitive advantage is a talent pool of highly educated, qualified residents. In Orange County, 48.8% of adults over the age of 25 have an associate degree or higher, while only 14.5% lack a high school diploma. Orange County residents who possess a bachelor's degree are 6.3% above the national average, and 7.7% hold an associate degree, which is 0.9% below the national average.



¹⁸ "The Economic Tracker." Economic Tracker, tracktherecovery.org/.

Education data covers the population aged 25 years or older, indicating the highest level of education achieved. Inequitable access to postsecondary education is a persistent problem. One way in which this manifests is through widely varying educational attainment across race and ethnicity. California's Post-secondary to Prosperity Dashboard shows only 16% of Latinx residents hold a four-year degree. The dashboard also shows that most Latinx residents have no college experience (59%), greater than all other groups.¹⁹



The most popular majors in Orange County are Liberal Arts and Sciences (21,289 and 25%), Business Administration and Management (8,251 and 10%), and General Psychology (8,251 and 3%).

Orange County Regional Institutions Program Completions²⁰

CIP Code	Program	Completions (2015)	Completions (2016)	Completions (2017)	Completions (2018)	Completions (2019)
24.0101	Liberal Arts and Sciences/Liberal Studies	9,762	10,444	11,289	11,990	21,289
52.0201	Business Administration and Management, General	7,093	7,993	7,914	7,758	8,251
42.0101	Psychology, General	2,145	2,208	2,138	2,462	2,637
30.0101	Biological and Physical Sciences	1,045	1,210	1,134	1,440	1,918
51.3801	Registered Nursing/Registered Nurse	1,366	1,523	1,731	1,655	1,844
9.0101	Speech Communication and Rhetoric	1,325	1,401	1,541	1,524	1,601
45.1101	Sociology	1,041	1,025	1,141	1,286	1,281
11.0701	Computer Science	592	840	929	1,132	1,274
26.0101	Biology/Biological Sciences, General	1,101	1,056	1,015	1,083	1,200
12.041	Nail Technician/Specialist and Manicurist	865	1,195	1,230	870	1,163

Employer need in the Orange County region is based on job posting and employment data analysis, and educational programs' completions. Per the two-digit Standard Occupational Classification (SOC) code group, there are twenty-four occupations



610 Programs

1,639 programs can train for this job, while only 610 programs have produced completers in this region.



86,656 Completions (2019)

The completions from all regional institutions for all degree types.



196,852 Openings (2019)

The average number of openings for an occupation in the region is 261.

¹⁹ "P2P Regions." *California Competes*, californiacompetes.org/p2p/regions?region=orange.

²⁰ *EMSI Labor Market Analytics*, 2021, www.economicmodeling.com.

and 610 programs in the region of study that may train for these occupations. Of these programs, there were 86,656 program participant completions in 2019 and 196,852 job openings that needed to be filled.

Identified in the table below are the occupations with the highest projected skills gap for Orange County between 2015 and 2025. This analysis indicates a continued need to identify strategies to fulfill training needs in various high-gap occupational areas. The research includes data based on the following:

- Occupations where the 2020 median income hourly wage is higher than \$16.00 an hour
- Openings greater than 10 (openings represent replacement jobs and Bureau of Labor Statistics(BLS) growth estimates)
- Entry-level education that was greater than a postsecondary nondegree award and equal to or less than a bachelor's degree
- Top 15 occupations with a skills gap greater than zero (skills gap is the difference between the projected openings and completions)
- The Openings figure estimates the change in growth and replacement jobs (Growth + Replacements = Openings). Growth captures the change in the total number of workers employed in an occupation. At the same time, replacement jobs are estimates of workers permanently leaving a career and needing to be replaced by new hires. A combination of both numbers indicates total openings.

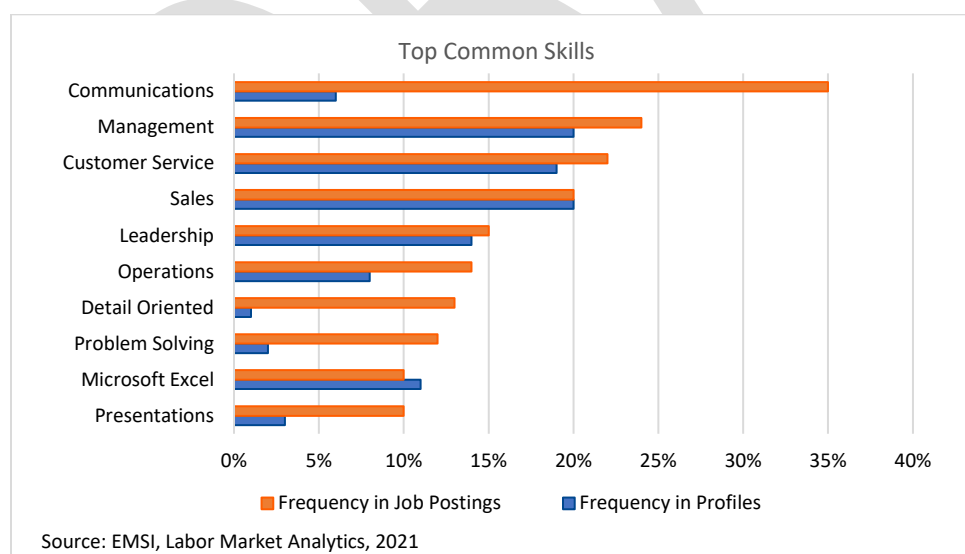
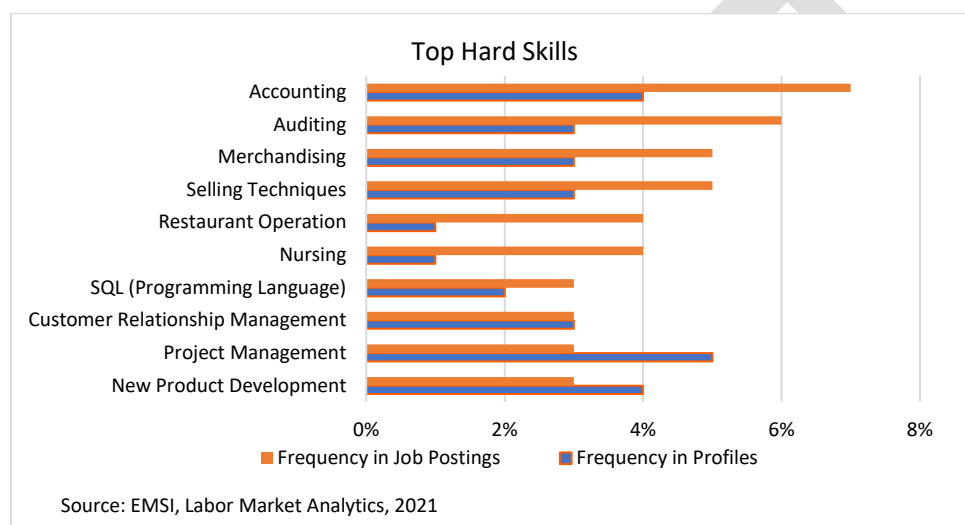
Skills Gap by Occupation²¹

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 Replacement Jobs	2020 - 2025 Openings	Regional Completions (2019)	Skills Gap	Median Hourly Earnings	Typical Entry Level Education
43-3031	Bookkeeping, Accounting, and Auditing Clerks	20,984	20,603	(381)	11,058	13,243	676	12,567	\$22.58	Some college, no degree
25-9045	Teaching Assistants, Except Postsecondary	11,752	12,207	455	5,678	7,391	45	7,346	\$17.63	Some college, no degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	10,600	10,908	308	5,433	6,891	133	6,758	\$22.92	Postsecondary nondegree
31-1131	Nursing Assistants	9,546	10,594	1,049	5,118	7,441	1,178	6,263	\$16.75	Postsecondary nondegree
31-9092	Medical Assistants	8,628	9,548	920	4,476	6,496	2,156	4,340	\$17.62	Postsecondary nondegree award
31-9011	Massage Therapists	4,714	5,489	775	2,556	4,013	1,097	2,916	\$16.96	Postsecondary nondegree
23-2011	Paralegals and Legal Assistants	4,308	4,662	354	2,143	3,009	174	2,835	\$22.87	Associate degree
49-3023	Automotive Service Technicians and Mechanics	6,645	6,526	(119)	2,867	3,435	608	2,827	\$21.99	Postsecondary nondegree
31-9091	Dental Assistants	5,617	5,799	182	2,846	3,648	1,295	2,353	\$19.39	Postsecondary nondegree
43-4151	Order Clerks	3,576	3,337	(240)	1,826	2,211	41	2,170	\$17.34	Some college, no degree
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3,944	4,182	238	1,727	2,354	262	2,092	\$29.66	Postsecondary nondegree
15-1232	Computer User Support Specialists	7,826	8,244	418	2,690	3,724	1,647	2,077	\$26.56	Some college, no degree
29-2061	Licensed Practical and Licensed Vocational Nurses	6,214	6,894	680	2,254	3,520	1,506	2,014	\$28.94	Postsecondary nondegree

²¹ EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

SOC	Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 Replacement Jobs	2020 - 2025 Openings	Regional Completions (2019)	Skills Gap	Median Hourly Earnings	Typical Entry Level Education
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	2,327	2,099	(228)	1,119	1,331	0	1,331	\$29.93	Postsecondary nondegree
17-3023	Electrical and Electronic Engineering Technologists and Technicians	2,202	2,217	15	919	1,122	1	1,121	\$30.84	Associate degree

The top three hard skills requested by employers in job postings between January 2020 to January 2021 were accounting, auditing, and customer relationship management. The following charts show the top common hard skills and the top common skills in relation to the frequency these skills appeared in job seeker profiles.



2Aiii. Provide an analysis of industries and occupations with an emerging demand.

The RPU analyzed location quotient, total jobs, and competitive effect data to identify industries and occupations with an emerging demand. An analysis of location quotient data demonstrated which occupations and industries are unique and specialized in the Orange County region (compared to the national average). The competitive effect indicates how much of the job change results from some unique competitive advantage in the area. The competitive effect measures the job change that cannot be explained by national growth and industry mix. The change in competitive effect points to regional-specific factors on the change in local employment numbers. Factors such as labor force training and education, skills, transportation, supply chains, aging demographics, and other regionally influenced factors may impact these industries and occupations' competitiveness.

Using the 3-digit NAICS code, the emerging industries identified had a location quotient that increased between 2015 and 2020 and had a location quotient less than 1.2. The industry list was filtered to include industries with a competitive effect greater than 1, percent change in jobs higher than 10%, and more than 1,000 jobs.

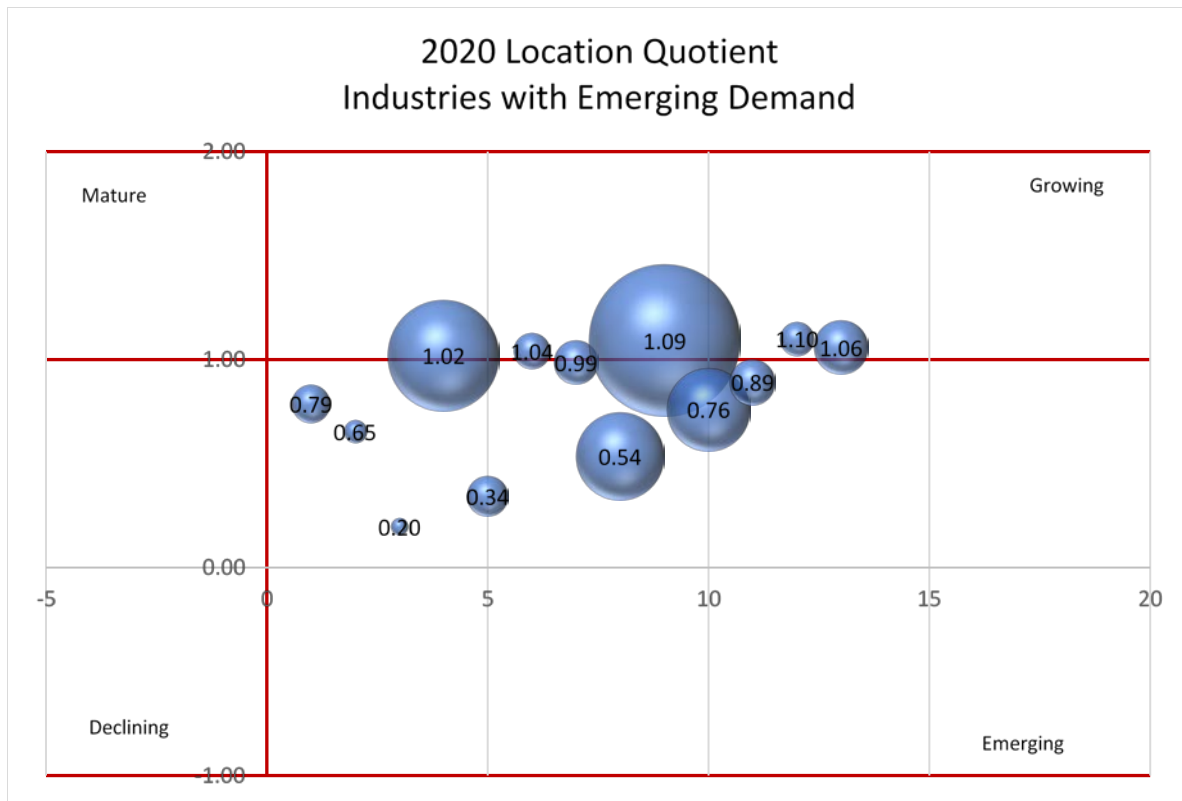
The following chart consists of a list of the top thirteen emerging industries in Orange County. This combined list of sectors accounted for 273,362 jobs in 2020. This group of industries is projected to grow to 327,315 jobs by 2030.

Mature	Growing
Location Quotients are greater than 1.2 and steadily decreasing	Location Quotients are greater than 1.2 and steadily increasing
Declining	Emerging
Location Quotient is less than 1.2 and steadily decreasing	Location Quotient is less than 1.2 and steadily increasing

Industries with Emerging Demand

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Competitive Effect	2015 Location Quotient	2020 Location Quotient	% Change in LQ
485	Transit and Ground Passenger Transportation	4,245	6,136	1,891	45%	1,209	0.64	0.79	14.56%
312	Beverage and Tobacco Product Manufacturing	1,551	2,080	529	34%	125	0.62	0.65	3.04%
481	Air Transportation	827	1,091	264	32%	197	0.16	0.20	3.29%
624	Social Assistance	41,749	50,822	9,072	22%	3,690	0.96	1.02	6.02%
484	Truck Transportation	5,604	6,621	1,017	18%	841	0.30	0.34	3.92%
562	Waste Management and Remediation Services	4,665	5,385	720	15%	158	1.02	1.04	1.58%
454	Nonstore Retailers	6,937	7,948	1,011	15%	273	0.97	0.99	2.00%
902	State Government	28,208	32,308	4,100	15%	3,552	0.48	0.54	5.19%
621	Ambulatory Health Care Services	84,699	96,614	11,915	14%	3,346	1.07	1.09	2.24%
623	Nursing and Residential Care Facilities	25,146	28,413	3,267	13%	2,887	0.69	0.76	6.72%
325	Chemical Manufacturing	7,473	8,441	968	13%	595	0.84	0.89	5.07%
337	Furniture and Related Product Manufacturing	4,263	4,802	540	13%	646	0.97	1.10	13.38%
446	Health and Personal Care Stores	10,942	12,253	1,312	12%	1,524	0.94	1.06	11.82%

Source: EMSI, Labor Market Analytics, 2021



The following is a list of the top occupations in Orange County with emerging demand. These occupations have a location quotient of less than 1.2 as of 2020. The location quotient has increased since 2015. The competitive effect is positive in these professions, demonstrating a high degree of regional-specific factors influencing job growth.

SOC	Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Median Hourly Earnings	Competitive Effect	2015 Location Quotient	2020 Location Quotient	% Change in LQ
31-1100	Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	30,483	54,644	24,161	79%	\$13.52	20,036	0.59	0.91	0.33
19-5000	Occupational Health and Safety Specialists and Technicians	574	877	303	53%	\$40.62	142	0.59	0.70	0.10
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	17,852	24,920	7,068	40%	\$23.94	5,082	0.77	0.96	0.18
33-1000	Supervisors of Protective Service Workers	1,127	1,383	256	23%	\$33.60	64	0.37	0.38	0.01
25-9000	Other Educational Instruction and Library Occupations	16,127	19,323	3,196	20%	\$18.30	1,792	0.85	0.93	0.07
53-3000	Motor Vehicle Operators	29,104	34,733	5,629	19%	\$19.04	3,050	0.61	0.66	0.05
53-2000	Air Transportation Workers	1,013	1,205	192	19%	\$45.77	115	0.28	0.31	0.03
11-9000	Other Management Occupations	39,256	46,246	6,991	18%	\$43.06	2,157	0.98	1.01	0.03
45-1000	Supervisors of Farming, Fishing, and Forestry Workers	94	111	17	17%	\$29.59	19	0.15	0.18	0.03
47-4000	Other Construction and Related Workers	3,271	3,835	564	17%	\$28.06	292	0.70	0.74	0.05

SOC	Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Median Hourly Earnings	Competitive Effect	2015 Location Quotient	2020 Location Quotient	% Change in LQ
51-8000	Plant and System Operators	1,618	1,842	224	14%	\$39.74	263	0.45	0.52	0.07
45-3000	Fishing and Hunting Workers	81	91	10	12%	\$19.64	24	0.19	0.26	0.07
53-7000	Material Moving Workers	76,369	85,529	9,160	12%	\$14.41	2,204	1.06	1.07	0.01
39-1000	Supervisors of Personal Care and Service Workers	2,551	2,841	290	11%	\$17.43	99	0.96	0.98	0.02
29-1000	Healthcare Diagnosing or Treating Practitioners	47,605	52,687	5,082	11%	\$51.85	906	0.79	0.79	0.00
39-9000	Other Personal Care and Service Workers	21,724	23,853	2,130	10%	\$14.05	2,621	0.81	0.90	0.09
25-1000	Postsecondary Teachers	17,453	19,004	1,551	9%	\$42.07	1,599	0.87	0.93	0.07
49-9000	Other Installation, Maintenance, and Repair Occupations	28,031	30,368	2,337	8%	\$22.97	643	0.83	0.83	0.01
33-2000	Firefighting and Prevention Workers	1,783	1,918	136	8%	\$40.45	110	0.48	0.50	0.02
21-2000	Religious Workers	4,340	4,639	299	7%	\$29.84	166	0.84	0.85	0.02
51-3000	Food Processing Workers	6,764	7,042	278	4%	\$14.06	198	0.76	0.77	0.01
45-4000	Forest, Conservation, and Logging Workers	116	120	4	4%	\$14.14	4	0.14	0.15	0.00
37-2000	Building Cleaning and Pest Control Workers	48,275	49,995	1,720	4%	\$14.85	3,534	1.01	1.07	0.06

Source: EMSI, Labor Market Analytics, 2021

2B. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

2Bi. Identify the in-demand industry sectors or occupations for the region.

The Orange RPU has identified four priority industry sectors (or industry clusters) with a substantial current and potential impact on the regional economy based on labor market information. Advanced manufacturing, health care, information communication technology and digital media, and retail, hospitality and tourism contribute to the growth and stability of other supporting businesses, industry sectors, and jobs that lead to economic self-sufficiency and advancement opportunities for Orange County residents.

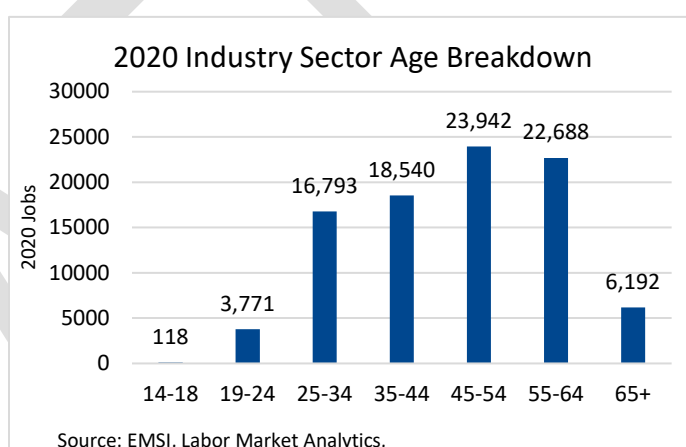
NAICS industry codes included in each sector

Industry	NAICS
Advanced Manufacturing	3240, 3251-54, 3259, 3271, 3279, 3311, 3313, 3315, 3331-3333, 3336, 3339, 3341-3346, 3351-3353
Healthcare	621,622,623
Information and Communications Technology (ICT)/Digital Media	51, 5415
Retail, Hospitality, & Tourism	44, 45, 71,72

The Advanced Manufacturing sector has 92,045 full and part-time jobs. The average earnings per job in 2020 was \$122,840. There were 2,169 payrolled businesses in the Orange County region in 2020. The industry growth between 2017 and 2020 was .9%, below the state average of 1.9%. Regardless of this slight upward percentage movement, manufacturing has been on the decline in the region and the nation. The expected change between 2020 to 2030 is -5.2%, with a loss of 4,741 jobs. Automation, change in skills required to perform new tasks, import competition, and a decrease in mobility are all reasons cited as contributions to the decline.

Despite the declining jobs, advanced manufacturing is a priority in the Orange RPU due to the number of jobs and the impact on the local economy, given the sector's total gross regional product (GRP) of \$23.8 billion. This sector represents approximately 10% of the county's total GRP. The advanced manufacturing sector has highly specialized and growing advanced manufacturing subsectors in Orange County. Medical equipment and supplies manufacturing had a concentration in the Orange County region five times higher than typical regional areas, with a location quotient of 5.43. Medical equipment and supplies manufacturing also increased jobs by 12% between 2015 and 2020, bringing the total employment in 2020 to 19,776. Other healthy and growing subsectors in the region are semiconductor and other electronic component manufacturing (LQ 3.28), audio and video equipment manufacturing (LQ 4.89), semiconductor and Other Electronic Component Manufacturing (LQ 3.28), and Manufacturing and Reproducing Magnetic and Optical Media (LQ 3.12), aerospace product and parts manufacturing (LQ 1.95).

Manufacturing companies will need a skilled worker pipeline to fill jobs in these specialized subsectors and retirement positions. The sector has an aging workforce regionally and nationally. Workers 65 and older represent 6.7% of the workers, and 24.6% are between 55 and 64. Recruiting and retaining a high-quality workforce for new technology-driving positions will be necessary for manufacturing innovation. There are multiple opportunities at various entry points for individuals with a high school diploma, a certification program, or a 2-4 year college degree.



The Healthcare sector has 158,224 full and part-time jobs. The average earnings per job in 2020 was \$77,496. There were 11,248 private and public healthcare establishments in the Orange County region in 2020. The industry growth between 2017 and 2020 was 5.4%, above the state's growth percentage of 5.2%. The expected change between 2020 to 2030 is 18.2%, with a gain of 28,832 jobs. The sector contributes \$15.5 billion in GRP, 9% of the county's total GRP. The healthcare sector comprises several related subsectors and supporting industries that include ambulatory health care services, hospitals, and nursing and residential facilities. The healthcare sector is growing and continues to be a stalwart industry throughout the pandemic. Healthcare is one of the few recession-proof industries, with registered nurses being the top posted occupation between January 2020 to 2021²². The sector will likely continue to be a driver of economic activity given the rapidly aging Orange County population, increasing the likelihood that many residents will require more health care and support services.

²² EMSI Labor Market Analytics, 2021, www.economicmodeling.com.

The ICT/Digital Media (ICT) sector has 54,096 full- and part-time jobs. Computer programming services, computer systems design services, and software publishers have the highest number of jobs in the county, at 33,410 jobs combined. The average earnings per job in 2020 was \$132,987. There were 4,545 payrolled business locations in the Orange County region in 2020. The industry growth between 2017 and 2020 was 0.8%, below the nation's percentage of 3.5%. The expected job growth between 2020 to 2030 is 7.1%, with a gain of 3,849 jobs. The sector contributes \$16.1 billion in GRP, 11% of the county's total GRP. The technology sector accounts for a significant portion of Orange County's economic activity, as economies, jobs, and personal lives become more digital and automated. The ICT sector develops innovative services and products that impact all industries in a region. The ICT applications can be seen in manufacturing with computer simulation and the healthcare industry with the rise of telemedicine and telehealth. Training and upskilling of existing staff in the industry will be crucial in ensuring regional competitiveness.

The Retail, Hospitality, and Tourism sector has 369,332 full- and part-time jobs, making it the largest targeted sector of the RPU. The average earnings per job were \$39,625 in 2020. There were 19,500 payrolled establishments in the Orange County region in 2020. The number of jobs declined by 5.9% between 2017 and 2020. The state and the nation declined by 5.7% during the same period. The expected change between 2020 to 2030 is a growth of 3.0% and 11,153 job gains. The sector contributes \$26.2 billion in GRP, 10% of the county's total GRP. According to the Orange County Visitors Association, OC welcomed 50.2 million visitors who spend 413 billion dollars in 2019. This sector is part of Orange County's DNA and was hit the hardest by the pandemic's effects. The industry sector is diverse and includes hotels, restaurants, entertainment venues, cultural attractions, sports parks, theme parks, food establishments, retail stores, and other venues. The industries with the highest numbers of jobs in 2020 were full-service restaurants (60,461), limited-service restaurants (52,828), and amusement and theme parks (27,368).

Often the jobs within these industries are characterized by low-wages. The industry has historically offered entry-level employment opportunities to new immigrants and candidates with a high school diploma. While many jobs exist in lower-paid, entry-level classifications, there are many opportunities to secure positions offering higher compensation. The challenge is ensuring those in entry-level positions obtain additional job-specific skills and English language skills necessary to qualify for promotional opportunities. Sector strategies and incumbent worker training are workforce development strategies that can play an essential role in lifting people up from lower-wage jobs.

2Bii. Describe how the RPU and regional partners will expand or develop, and then implement sector initiatives for those in-demand industry sectors or occupations.

Orange RPU started the regions sector partnership work under the Slingshot grant. The RPU engaged John Melville, a national leader in the design and practice of next-generation industry engagement. John Melville's initial work guided the launch of Industry Sector Partnerships (ISP) in the RPU's four priority sectors using the Next Gen Sector Partnership model. The first

collaboration meetings occurred just before the COVID-19 pandemic. These meetings represented a starting point for a partnership that will deepen and grow over the next several years. The RPU had participation from core partners, employers, chambers, and unions. The Orange RPU regional organizer will continue to lead the sector partnership work.

The goal of the RPU sector partnership strategy is three-fold:

1. Conduct regular sector meetings with employers to identify common industry priorities, address shared vitality issues, and understand hiring and training needs to create a pipeline of qualified candidates in growing sectors.
2. Develop workforce strategies in partnership with adult education, community colleges, and other partners that include mapping career pathways, work-based learning, and apprenticeship programs.
3. Unify and coordinate business engagement efforts by all partners to minimize duplication of efforts, minimize employer fatigue, and promote systemic change that benefits the industry, workers, and the community.

To address upward income mobility and improve economic self-sufficiency, continuous and authentic industry leadership and shifts in workforce strategies are needed to transition low-skill job seekers into middle-skill careers and address underemployment in the region. The pandemic has slowed the industry sector's work progress. The RPU is still committed to re-engaging employers and partners and building upon the industry sector work started.

The RPU will work jointly with the Los Angeles/Orange County Regional Consortium (LAOCRC) as the lead sector strategy convening team. LAOCRC serves as a regional framework to communicate, coordinate, collaborate, promote and plan career and technical education and workforce and economic development in the Los Angeles/Orange County Region. In Orange County, LAOCRC includes nine community colleges and one stand-alone continuing education (noncredit) center within four community college districts. LAOCRC Regional Consortium has identified separate priority sectors for each subregion. Orange County community college sectors are shown below. Four of the community college sectors align with the Orange RPU priority industry sectors; however, the RPU changed the titles to match those of the community college to ensure no confusion on the region's priority industries.

Priority Sectors for the OC Region

Sectors	Community Colleges	Orange RPU
Advanced Manufacturing	✓	✓
Advanced Transportation & Logistics	✓	
Life Sciences/Biotech	✓	
Business and Entrepreneurship	✓	
Energy, Construction, and Utilities	✓	
Healthcare	✓	✓
ICT/Digital Media	✓	✓
Retail, Hospitality, & Tourism	✓	✓

In partnership with LAOCRC, the RPU will expand sector partnerships by working with Orange County chambers of commerce and other community and educational partners to identify additional core team members who will support strengthening industry sector partnerships. Orange County has many state, county, and local civic organizations, four community college school districts, twenty-seven K-12 school districts, California State University and University of California systems, and numerous other public and private stakeholders with a vested interest in workforce and economic development. Such a large number of stakeholders requires a great deal of commitment from the core group to build deep, sustainable relationships resulting in career pathways and a steady pipeline of workers within our identified priority sectors.

This core team will be responsible for developing and carrying out an action plan that provides a strategic and coordinated effort to unify business engagement efforts, identify and engage industry champions, other businesses, and support partner organizations. The core team will relaunch sector meetings in the four sectors to gather information about the challenges and opportunities. After the initial meetings, employers will be invited to regular meetings to set goals to address their needs and take actions with the partners on those goals. Meetings and agendas will be employer-driven, and actions taken will create a pipeline of qualified candidates who meet industry needs for in-demand occupations.

Although the RPU has started using the Next Gen model, fidelity is not as important as determining the appropriate strategies tailored to the Orange County regional economy, industry sectors, and worker populations. The RPU will schedule industry sector group meetings, and the groups will begin to identify strategies, design appropriate programs and services, and then move into the implementation of sector projects. Implementation will likely include a mix of basic strategies that include:

- Training and skills development to bring new employees into specific industries and occupations
- Business development
- Incumbent worker training
- Labor market and industry research
- Restructuring of work environments to improve recruitment, hiring, training, compensation, and retention strategies
- Integrating two or more of these strategies in a multifaceted approach

2C. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

2Ci. Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits. This should include whether the RPU has, or plans to develop, a formal policy related to job quality.

The Orange RPU is committed to identifying strategies that improve the workforce system, ensuring that it enables economic growth and shared prosperity for employers and employees. The California Workforce Development Board defines quality jobs as employment that provide

family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input and are stable, predictable, safe, and free of discrimination. The local boards are attuned to the pandemic's increased impact on residents in lower-paying jobs and the increasing national attention given to those in low-wage jobs and who face increased inequality. The RPU and regional partners work tirelessly to move unemployed and underemployed individuals, especially those with barriers to employment, into higher-paying jobs with benefits.

Before the pandemic, Orange County's unemployment numbers were historically low. But unfortunately, low unemployment did not mean all Orange County residents were thriving. Based on the two hundred and sixty-sixth percentile (266%) of the 2020 Federal Poverty Levels, the self-sufficiency standard in Orange County is \$23.89 an hour for a family size of 2. Low-wage workers have suffered the most in this pandemic-induced recession. In 2020, 741,966 of the 1,805,612 jobs (42%) had an average wage of less than \$20.00 an hour. The majority of these jobs (511,322) were held by minority workers, with Hispanics holding the largest share of these lower-wage jobs (46%). Massive job losses have been concentrated among lower-wage workers in retail, hospitality and tourism, and food service jobs.

The region's targeted industry sectors show potential for family-sustaining wages but are not immune to offering lower wages. Such jobs are a big part of the Orange County regional economy, given its large footprint in the retail, hospitality, and tourism industry. While some of these entry-level occupations in targeted industry sectors have well-articulated career pathways to a job with self-sustaining wages, each of the professions provides foundational skills that will better qualify individuals for enhanced employment and income opportunities. Aspen Institute's work on sectoral workforce development strategies identified two fundamental approaches to helping people connect to better employment:

- 1) removing barriers to good jobs for low-income people and
- 2) improving the quality of jobs in key sectors in which many low-income people work²³.

The RPU and regional partners understand the importance of developing strategies that accomplish both. Through industry sector work, the RPU is committed to ensuring that job training is a bridge to more financial stability and not a funnel for low-skill individuals into low-wage occupations.

The Orange RPU understands its role in investing in and advocating for quality jobs. The RPU will develop a standard tool for determining job quality to assess what industries, companies, and jobs to target. The RPU will prioritize working with employers who provide quality jobs and those interested in improving their job quality and being part of moving low-wage workers into better-paying positions. The RPU will develop business engagement protocols that focus on engaging businesses that provide quality jobs or have an interest in improving job quality. The RPU will work with industry sector business leaders to ask questions and begin conversations around job

²³ Maureen Conway et al., *Sectoral Strategies for Low-Income Workers: Lessons from the Field* (Washington, DC: Aspen Institute, October 1, 2007), <https://www.aspeninstitute.org/publications/sectoral-strategies-low-income-workers-lessons-field/>

quality, helping businesses understand how workforce investments can improve their competitive advantage.

Through sector work, the RPU will work with the businesses and regional partners to identify entry-level positions and develop career pathways with multiple entry and exit points, ensuring individuals understand their path to self-sufficiency. The RPU will review high-road employment practices and strategies, such as the National Fund's Design Framework, to design better jobs. Their approach meets employers where they are and supports them along a continuum of improvement. Lastly, the RPU will target limited dollars for on-the-job training and incumbent worker training towards quality jobs that provide upward mobility.

2Cii. Describe how the RPU and regional partners will work together to identify shared target populations and develop targeted service strategies

The one-stop delivery system provides the local boards and partners the framework to continue and advance discussions of how workforce programs can be more effective, efficient, and aligned. The regional partners recognize that the answers will only come when we step out of our respective silos. The RPU and partner organizations have identified and are currently addressing the needs of shared target populations that include English language learners, justice-involved individuals, individuals with disabilities, Veterans, and disconnected and foster youth. A recurring theme in our planning meetings was that organizations seeking to serve these populations feel they would benefit from better linkages with other organizations doing the same work or complementary work.

The RPU has regularly scheduled meetings to address service delivery and performance for all but one of these targeted groups, English language learners. During the regional planning meetings, the local boards and partners shared promising practices to address English language learners' specific challenges. The group discussed two distinct subcategories, those with low skills and education and those with higher skills and educational degrees from other countries. The RPU and partners made commitments to reconvene to discuss how we can collectively improve service delivery to English language learners and determine if other populations warrant different workforce development strategies to serve them more effectively.

2Ciii. Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities have equal access to the regional sector pathways, earn and learn opportunities, supportive services, and other approaches identified by the RPU. This should include whether the RPU has, or plans to develop, a formal policy related to equity.

The RPU and regional partners will ensure historically unserved and underserved populations have equal access to regional sector career pathways and other services and support through sector partnerships. Through sector partnership work, the RPU and partners will have the opportunity to work with employers to create career pathways that help mitigate the many challenges unserved and underserved populations face in completing educational goals and

moving into employment with family-sustaining wages. Workforce development programs and supports should not be designed as a one-size-fits-all solution. The populations we serve are diverse, and program designs should reflect this diversity if we are going to close the skills gap and combat economic inequality. Career pathways are a service-delivery model that can close achievement gaps and advance racial equity by helping individuals build skills over time. Career pathways are a long-term approach to serving individuals with limited basic skills or other employment barriers that the local boards are committed to developing.

Sector partnership work will also provide an opportunity for the RPU to address issues such as degree inflation that tend to exclude minorities from jobs during the hiring process. According to Manjari Raman, director of Harvard Business School's project on Managing the Future of Work, degree inflation refers to jobs that historically required more than a high school diploma or less than a college degree but now require a college degree²⁴. Explicitly requiring degrees for positions instead of the jobs' skills exacerbates the effect of racial disparities in educational achievement and eliminates workers who may have acquired the skills in other ways. Also, through sector partnership work, other hiring practices that disproportionately affect minorities, such as automatically excluding potential employees using criminal background checks and credit checks, can be discussed.

Another strategy that the sector partnerships will address is creating work-based learning programs and pre-apprenticeship programs. Pre-apprenticeships can be valuable for people of color who have been historically underrepresented in apprenticeships. Work-based learning programs can provide vital formal access to employers that the population may not have had when relying on their existing professional and social networks.

During the regional planning meetings, two general themes surfaced every session. One was how some people lacked access to OC One-Stop services and the second issue was the lack of digital literacy and access to broadband services. These are issues that the pandemic has exacerbated. Attendees discussed how transportation and childcare needs, and a general lack of understanding of the services available, contribute to preventing a large percentage of those most in need of assistance from accessing them. The local boards recognize specific populations require more outreach and require unique methods and strategies for locating, attracting, and retaining their participation in workforce programs. The Orange County Board recently purchased a mobile unit equipped with 12 computers inside and a monitor outside for presentations. The mobile unit is accessible by wheelchair by using the wheelchair lift. The mobile unit will serve as a mobile One-Stop Center for the Orange County community. During the regional planning meetings, the local boards discussed options for deploying the mobile unit to low-income communities, areas not close to a comprehensive One-Stop Center, and partner locations to increase access and awareness of services. Also, the partners will explore developing and using outreach and communication responsive to the targeted populations. The boards and partner agencies will also explore additional referral agreements and referral processes with

²⁴ Morgan, Kate. "Degree Inflation": How the Four-Year Degree Became Required." BBC Worklife, BBC, 28 Jan. 2021, www.bbc.com/worklife/article/20210126-degree-inflation-how-the-four-year-degree-became-required#:~:text=Corbett%20is%20a%20victim%20of,Managing%20the%20Future%20of%20Work.

other organizations that can be engaged as partners to serve targeted people in their communities. Disadvantaged and vulnerable populations need increased support services, multiple service strategies, co-enrollment in additional programs, referrals to community service providers, and a team approach to succeed in the labor market.

Broadband internet access is necessary for participants to complete enrollment applications, financial aid applications, and work requirements. Job openings are now almost exclusively accessible via the internet. Many job search websites are not fully accessible to mobile phone users. The digital divide between people who have broadband internet access and those who have no access or cell phone-only access is also a huge barrier to accessing post-secondary education and entering the workforce. The RPU and regional partners have discussed the need for partners to collectively address the digital divide and commit to convening a workgroup to address this issue.

The RPU has had informal conversations on strategies to address issues related to equity. The boards are committed to continuing the dialogue on regional equity issues and policy development related to equity.

2D. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

2Di. Describe any regional service strategies, including use of cooperative service delivery agreements or MOU.

A cooperative service agreement has been established between the three local boards to solidify the commitment to the overall workforce and economic development of the OC Region through system alignment, integration of service delivery, and leverage/braiding of funding. The regional boards have a very active and healthy partnership. Regional service strategies include:

- Improve and enhance customer experience by ensuring staff receives ongoing professional development training and cross-training
- Meet the needs of employers by implementing and scaling career pathways
- Improve the quality of the workforce by improving alignment and partner connections
- Align investments in targeted populations and industry sectors
- Expand opportunities for employers and participants to engage in integrated learning and work experience activities
- Sharing resources and braiding funds for tools and services that support the region as a whole

2Dii. Describe any regional administrative cost arrangements, including the pooling of funds for administrative costs for the region.

The three boards in the Orange County RPU collaborate on multiple projects, with one or the other board acting as the fiscal agent. The RPU does not have any overarching arrangements or intent to pool funds for administrative costs at this time.

Orange County RPU's goal is to better align workforce services with economic development, educational institutions, and business. The boards will consider administrative costs arrangements if it allows the RPU to accomplish the objectives of the RPU more efficiently.

DRAFT

APPENDICES:

3A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners	76 individuals registered and 43 attended	The meeting was well attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, conservation corps, job corps, community-based organizations, and housing authorities, EDD.
Email, phone, social media, local board websites, Eventbrite	CalFresh Employment and Training Partners	38 individuals registered and 27 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Child Support Services Partners	27 individuals registered and 18 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Competitive Integrated Employment Partners	34 individuals registered and 28 attended	The meeting was attended by representatives from the local boards, community colleges, ROP programs, Goodwill Industry, City of Irvine Disabilities, and other community-based organizations.

Email, phone, social media, local board websites, Eventbrite	English Language Learners Partners	22 individuals registered and 19 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools.
Email, phone, social media, local board websites, Eventbrite	Re-Entry Services Partners	40 individuals registered and 24 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, State Parole, Orange County Sheriff, Mental Health Services
Email, social media, local board websites, Eventbrite	Community at large, Businesses, Chambers, Core Partners	66 individuals registered and 33 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools, Veteran Serving Organizations, EDD, State of California WSB.

3B. PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

DRAFT

3C. SIGNATURE PAGE

ORANGE COUNTY REGIONAL PLANNING UNIT

The regional plan represents the Orange Regional Planning Unit efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This regional plan, inclusive of a unified local plan, is submitted for the period July 1, 2021, through June 30, 2025, in accordance with the provisions of WIOA.

LOCAL BOARD CHAIRS**ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD****Signature**

Teri Hollingsworth

Name

Chair, Orange County Workforce Development Board

Title**Date****ANAHEIM WORKFORCE DEVELOPMENT BOARD****Signature**

Joe Paquette

Name

Chair, Anaheim Workforce Development Board

Title**Date****SANTA ANA WORKFORCE DEVELOPMENT BOARD****Signature**

Stacey Sanchez

Name

Chair, Santa Ana Workforce Development Board

Title**Date**LOCAL ELECTED OFFICIALS**COUNTY OF ORANGE BOARD OF SUPERVISORS****Signature**

Andrew Do

Name

Chair, Orange County Board of Supervisors

Title**Date****CITY OF ANAHEIM COUNCIL****Signature**

Harry Sidhu

Name

Mayor, City of Anaheim

Title**Date****CITY OF SANTA ANA COUNCIL****Signature**

Vicente Sarmiento

Name

Mayor, City of Santa Ana

Title**Date**

2021 - 2024 Unified Local Plan

**ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD
SANTA ANA WORKFORCE DEVELOPMENT BOARD
ANAHEIM WORKFORCE DEVELOPMENT BOARD**

Orange County Workforce Development Board
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LOCAL PLAN CONTENT

2A. WIOA CORE AND REQUIRED PARTNER COORDINATION

2A1. How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA Memorandums of Understanding.

The local boards and AJCC partners coordinate the delivery of services and resources described in the local boards' memorandums of understanding (MOU), which delineates each MOU partner's responsibilities when it comes to helping plan, develop, and implement the local AJCC system. The MOU serves as a functional tool that outlines how the boards and AJCC partners will work together to create a unified service delivery system that best meets their shared customers' needs. The MOU is reviewed and updated every three years, and the infrastructure agreement and other system costs are reviewed annually.

Local boards hold AJCC partner meetings monthly, where each partner participates in helping strengthen the partnership across programs and works to improve the system's effectiveness that meets local customers' needs. Consistent recurring meetings allow the partners to review performance, shared goals, and address issues that impact service delivery. Partner meetings are also used to cross-train staff to maximize understanding of resources available in the AJCC system. The local boards and partner organizations share the responsibility of providing professional development training to staff.

Co-located partners are in the One-Stop Center, and they collaborate closely and avoid duplication of services. Staff from partner agencies interface with clients as necessary and support case managers in developing individual employment plans that may include partner agency services. They also participate in general orientations, host client workshops, support clients in the resource room, and support on-site hiring events.

Outreach efforts that support the AJCC programs are shared amongst partners. Partner agencies promote each other's programs to job seekers in the community to increase exposure to the One-Stop Center services. AJCC partners also assist in staffing the One-Stop mobile unit to reach a greater number of individuals out in the community. AJCC partners also coordinate employer services that support the training and retention of a skilled workforce. Coordination involves identifying and designing appropriate business and employment solutions, engaging businesses in sector strategies, and participating in rapid response events. Partners also support the promotion of work-based learning programs to the business community.

2AII. How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - Strategic Co-Enrollment – Unified Plan Partners.

Local boards support the integration of service delivery within the AJCC system, including strategic co-enrollment and common case management strategies. Local boards have strong

partnerships with system partners committed to collaborating to increase service integration as appropriate for the local area's needs and for improving participant experiences. These practices allow partners to leverage limited resources and eliminate duplication of services. Case management is a shared responsibility amongst partners. CalJOBS is used to facilitate communication between partners and document participant activities, outcomes, and referrals. During intake, case managers determine if participants can benefit from being enrolled in more than one partner program. The intake process includes participant's authorization to release information that allows sharing of information amongst partners. Co-located partners use a common enrollment application that all partners can use to assess basic eligibility. System partners are cross-trained and knowledgeable in the eligibility and program offerings of multiple programs, allowing them to make appropriate referrals and helping participants navigate and access resources across partner programs. In the community and stakeholder meetings, the local boards have identified the following areas to improve integrated service delivery and a seamless customer experience:

- Increase cross-training on WIOA programs and services to include community college and adult school front-line staff.
- Regularly schedule cross-training sessions to ensure staff knowledge of partner programs and services is current and new staff are trained.
- Improve bi-directional referral process between local boards and all system partners to improve communication and outcome tracking:
 - Increase CalJOBS referrals system usage by system partners or review other systems recently adopted by partner agencies.
 - Provide training to system partners on CalJOBS referrals.
- Provide system partners with CalJOBS referral training.
- Continue Orange County Leadership Council meetings but create working groups of partner organizations to address system issues that impede a seamless customer experience.

2AIII. How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

In March of 2020, the local boards modified operations due to the COVID-19 pandemic. Santa Ana and Orange County AJCC/One-Stop Centers are open for in-person (by appointment) and virtual services. Anaheim provides phone and virtual services to clients and partners with the Anaheim Central Library to support clients who need access to computers and additional in-person support. The local boards have all made the necessary adjustments to continue facilitating access to services provided through the One-Stop system, simultaneously ensuring clients and staff remain safe.

The local boards are committed to working with AJCC partners to identify strategies to increase access during and after the pandemic. Hybrid and virtual methods utilized during the pandemic may be incorporated in the service delivery model post-pandemic to support individuals who prefer to access services without going into a One-Stop Center location. This delivery model can help individuals who may have barriers such as transportation and childcare. However, a virtual delivery model has also created obstacles for individuals who struggle with technology and do not have access to a computer or broadband service.

Before the pandemic, Orange County Workforce Development Board started developing a comprehensive virtual One-Stop Center and is still working to that end. The virtual One-Stop Center delivery system will use a customized learning management system (LMS) that provides the local boards and AJCC partners with a single system for the online delivery of services. The LMS system will help jobseekers access job search assistance, training, and essential support services from the safety of their homes. Also, employers may conduct virtual hiring events and access AJCC support from virtually anywhere. The system provides an additional point of access to Orange County residents, including those in remote areas, increasing overall access to services. Currently, orientations, workshops, and rapid response events are delivered online. In some cases, in-person classes are conducted with limited numbers of people. AJCC educational partners are providing instruction online. During stakeholder meetings, some providers expressed that they will likely continue with a blended training model that includes online and in-person training. Some of the boards and AJCC partners have internet hotspots, laptops, and Chrome books available for program participants to use. However, there is a greater need for additional devices to support access. The boards continue to serve employers with modified hiring events that include controlled on-site hiring events and virtual job fairs using the Premier Virtual platform.

Lastly, Orange County has purchased a wheelchair-accessible mobile unit that will be a One-Stop Center on wheels. The mobile unit has twelve computers and a monitor on the outside used for outdoor orientations and workshops. It is available for the boards and system partners to use to serve the community. The unit will be dispatched to community events, libraries, partner agencies, and parks. It will also be used to outreach to targeted communities and reach remote areas that are not near a comprehensive One-Stop Center.

2AIV. How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.

The local boards have a supportive services policy that outlines resource and services coordination. Supportive services provide participants with assistance like child care, bus passes, gas cards or mileage reimbursement, work attire, occupational license fees, school supplies, and work tools. These are some of the supportive services provided that enable an individual to engage in WIOA career and training activities. Case managers work directly with clients to address any barriers to participating in career or training services, including barriers that can be mitigated through supportive services. If the case manager determines a need and supportive services cannot be obtained through other programs, they can provide the support. In that case,

a participant may receive the necessary support that would allow them to complete career or training services successfully.

The local boards work with AJCC partners and other community organizations to identify support services resources. The demand often exceeds the budgets of the local boards. Customers are referred to other organizations to obtain such services before the boards' limited support services are expended. The resources that the boards are usually able to obtain through other supporting organizations are clothing and food. The supportive services most needed are child care, transportation assistance, and work attire.

2AV. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.

The Orange County, Santa Ana, and Anaheim Workforce Development Boards comply with WIOA Section 188 and the applicable provisions of the Americans with Disabilities Act of 1990. All AJCC/One-Stop Centers are accessible and assistive technology is available for those who have a physical, visual, or hearing impairment. The local boards and AJCCs ensure all locations meet ADA requirements through the Biennial Local Area Self-Assessment checklist. The local boards also ensure all eligible training providers meet the standards necessary to allow participants to access training. The boards comply by following the nondiscrimination and equal opportunity procedures outlined in WSD17-01. More specifically, the boards ensure the following:

- Contracts, cooperative agreements, job training plans, and policies and procedures contain the nondiscrimination assurances
- The OC local AJCC/One-Stop Centers provide initial notice and continuing notice that it does not discriminate by posting the required "Equal Opportunity is the Law" poster with the EEO contact information for filing a complaint. Postings are in prominent places in the centers and on the websites.
- The nondiscrimination information is provided during verbal presentations, including participant's orientations.
- Enrolled clients sign a nondiscrimination form, and it is maintained in the participant's file.
- All staff members are provided with nondiscrimination policy information and training upon hire. Orange County repeats the training annually, and Santa Ana and Anaheim staff repeat the training every two years.
- Program flyers and program communication contain an EEO and auxiliary aid and services statement.

2B. STATE STRATEGIC PARTNER COORDINATION

2BI. How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services.

The boards and co-located AJCC partners will work with the Orange County Social Services Agency (SSA) to improve labor market outcomes for all recipients of CalFresh, including but not limited to participants in CalFresh Employment & Training services (CalFresh E&T). The Orange County CalFresh E&T program participation is mandatory for individuals who receive general relief. The general relief program provides temporary cash aid to eligible indigent adults without children. The CalFresh E&T program is not currently available to other CalFresh recipients. CalFresh E&T participants participated in work experience programs at worksites developed by SSA staff before the COVID-19 pandemic. Since then, SSA has relied on the Cell-Ed online program to support CalFresh E&T program participants in obtaining their required 20 hours per month of job search and training activities. The California Department of Social Services (CDSS) partnered with Cell-Ed to provide Welfare-to-Work and CalFresh E&T program participants with the opportunity to receive education and training online to build skills and engage in eligible CalFresh participation hours while sheltering-in-place during the COVID-19 pandemic. Cell-Ed online services have fulfilled an immediate program need during the pandemic.

The local boards provide priority service to recipients of public assistance referred to the centers. Before the COVID-19 pandemic, the local boards were finalizing the program design and referral process for CalFresh E&T participants. SSA requires tracking of participant attendance in staff monitored job search and other WIOA program activities. Historically, AJCCs have not tracked hours and attendance except for WIOA funded training programs. A process to track hours and attendance was established but has not been used because of the AJCCs modified service delivery during the pandemic.

To strengthen the partnership and improve outcomes for the target population, the boards and SSA are committed to the following:

- Finalize the program and referral process and move forward with referrals to the AJCC for those CalFresh E&T participants who elect to be served through the AJCC instead of the Cell-Ed online platform.
- SSA will ensure CalFresh E&T participants who choose to utilize the Cell-Ed online platform also receive AJCC service information so they can access a broader range of employment services.
- Provide SSA front-line staff training on the programs and services available through the One-Stop delivery system's staff and partners.
- The boards, SSA, and community-based organizations will research program models and discuss expanding the CalFresh E&T program to all CalFresh recipients by engaging partners that can provide a non-federal match.

2BII. How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.

Anaheim, Santa Ana, and Orange County boards, co-located partners, and Department of Child Support Services (DCSS) formal partnership arrangement was established during the WIOA local plan modification process in 2018. A bi-directional referral and consent process was established and is the current method used to refer non-custodial parents to the AJCC's. After instituting the partnership, the boards provided in-person and online training to 136 DCSS staff to ensure staff members understood WIOA programs and the new referral process. In addition to the training provided, the workforce board and DCSS managers met monthly to discuss program success and improvement opportunities. The partners will continue to meet monthly to discuss opportunities to improve the labor market outcomes of unemployed, underemployed, and payment-delinquent non-custodial parents. The partnership has experienced a moderate level of success, with 131 referrals to the AJCC. Of those non-custodial parents referred, 58% of them had driver's license holds released due to participation in the WIOA program.

To strengthen the partnership and improve outcomes for the target population, the boards and DCSS are committed to the following:

- Grow participant referrals by focusing on outreach planning and new strategies to promote the program to a broader population of non-custodial parents.
- AJCC staff will provide additional training to front-line DCSS staff on WIOA eligibility and detailed program information.
- AJCC staff will work with DCSS staff to develop WIOA talking points for front-line DCSS staff to discuss WIOA services with non-custodial parents.
- DCSS will train AJCC front-line staff on how to address concerns non-custodial parents express about going to work. Training will include educating staff on DCSS's goal not to be a barrier to the non-custodial parent's employment goals and the tools they have to modify child support orders.
- AJCC will work with DCSS to develop a separate referral process for justice-involved non-custodial parents to the prison to employment program.
- DCSS will start participating in the Orange County Leadership council bi-monthly meetings so the partnership can develop a broader range of support and participation from other community-based organizations and education providers.
- Board staff will explore additional options to provide workshops to non-custodial parents who are English language learners. DCSS serves a large population of Spanish-speaking and Vietnamese-speaking non-custodial parents who could benefit from career workshops taught in their language. One-Stop Center staff currently offers language-specific workshops one-on-one to individuals when necessary. The centers do not currently have any group language-specific workshops.

2BIII. How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment

Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.

Competitive integrated employment (CIE) is defined within the Workforce Innovation and Opportunity Act (WIOA, 2014) as full-time or part-time work at minimum wage or higher, with wages and benefits similar to those without disabilities performing the same work, and fully integrated with co-workers without disabilities. The Act requires that states ensure employment is offered as a priority outcome for people with intellectual and developmental disabilities (IDD). In furthering the state and federal laws, programs that provide sheltered workshops are being phased out and moving to competitive integrated employment, eliminating sub-minimum wage jobs.

The Orange RPU boards coordinate workforce development services with local partnership agreement partners and other local partners who serve individuals with developmental and intellectual disabilities. The RPU board staff participate in the Orange County Local Partnership Agreement meetings that include the education providers, Regional Center of Orange County, Department of Rehabilitation (DOR) regions one and three, and other community-based organizations. The partnership has created new employment and training opportunities that align with WIOA and CIE Blueprint initiatives.

The latest employment and training programs include Addressing Barriers to Employment (ABE) for adults and the STEPS to Employment (STEPS) programs for youth. Orange County Workforce Development Board and Goodwill Industries of Orange County are the lead program partners. The program gives Orange County region IDD students and adults facing challenges more opportunities to achieve their greatest levels of personal and economic independence. Program participants are provided opportunities to participate in soft skills training, vocational preparation and social adjustment training (VPSA), work experience, and permanent placement into competitive integrated employment. This program partnership is an excellent example of partners working together and braiding funds to improve targeted populations' outcomes. The local boards and DOR also work together to engage employers in business engagement activities such as chamber events, diversity job fairs, and other network business events. Another initiative is training and development on resources for helping persons with disabilities better understand their role in searching, obtaining, and retaining competitive, gainful employment. This course is taught to front-line staff at the local One-Stop Centers and partner organizations that are a part of the Orange County Leadership Council.

To strengthen the partnership and improve outcomes for the target population, the boards, DOR, core partners, and community-based organizations are committed to the following:

- DOR will expand student services to the One-Stop Centers for eligible youth program participants.
- DOR will provide local board front-line staff with cross-training and professional development to ensure they understand DOR's vast offerings.

- Local boards and DOR will improve closing the loop on referrals and consider using the CalJOBS referral system to provide referral feedback.
- Increase participant referrals by focusing on targeted outreach and identifying other community-based organizations serving the target population.

2BIV. How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.

The local boards have a long-standing and effective partnership with the community colleges and adult education partners in the Orange County region. The Rancho Santiago, South Orange County Regional, North Orange County Regional, and Coast Consortiums serve a diverse population of English language learners, foreign-born, and refugee students. The English language learner, foreign-born, and refugee community and stakeholder meeting was well attended by the OC educational providers and community-based organizations. The conversation helped all parties gain insights and ideas on improving services and addressing gaps for the target population.

To strengthen the partnership and improve outcomes for the target population, the boards, educational providers, and community-based organizations are committed to the following:

- Local boards will look at the OC Leadership Council Meeting and determine if this meeting should be reformatted. The board will consider hosting smaller workgroups to address the targeted population's needs.
- Local boards will work with the educational providers to develop a program plan to improve support for individuals who have degrees from other countries that will:
 - Reduce confusion by helping individuals navigate the process of obtaining college transcript translation and course equivalency review by colleges, ensuring they do not start from ground zero unnecessarily.
 - Provide funding that individuals need to pay for transcript translation and review.
- Help the target population understand how their existing skills can be used in the workplace and explore how work-based learning programs can support them in demonstrating their skills and abilities while learning new skills on the job.
- Deploy the Orange County mobile One-Stop unit to the community colleges and adult center locations to improve outreach and access for the communities that do not have a comprehensive One-Stop close to them.
- Local boards will provide training to teachers and instructors on WIOA programs and services.

2C. WIOA TITLE I COORDINATION

2CI. Training and/or professional development that will be provided to front-line staff to gain and expand proficiency in digital fluency and distance learning.

The onset of the pandemic and stay-at-home orders, has resulted in staff using more digital tools out of necessity. These immediate changes have dictated that local boards move quickly, and many of these tools were adopted by individual staff members with very little training or direction. All staff members were required to use technology and were digitally literate before the pandemic, and as they have engaged in immersive learning they are moving towards digital fluency. The local boards have supported current efforts by providing an environment that allows staff time for self-directed learning with online videos created for product use. Staff members have taken the time to master products and delivered and produced training videos to help their co-workers gain knowledge. Staff is encouraged to support each other in navigating new digital tools.

As we advance, the local boards will add digital tools to the existing training and professional development strategy. Digital fluency is a foundational aspect of productivity, which can enable staff to perform more effectively. The local boards will work towards creating a culture of digital fluency with increased training in this area. They will provide targeted assistance and training to staff who need more help in adopting or contextualizing the use of digital tools within their job duties.

2CII. Training and/or professional development that will be provided to front-line staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.

Staff training and professional development is a high priority for the local boards. The local boards and AJCC partners work together to provide front-line staff training. The Orange RPU has a training plan that includes a host of training, including cultural competence and trauma-informed care. The Orange RPU has successfully collaborated with partners and other organizations and leveraged training in the region. Any training hosted by the local board is open to partner staff and organizations in the Orange County Leadership Council.

2CIII. How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 - Rapid Response and Layoff Aversion Activities.

The Anaheim, Santa Ana, and Orange County Workforce Development Boards continue to support statewide rapid response activities by providing rapid response and layoff aversion services to businesses and outplacement services to dislocated workers in the region. Rapid Response teams offer services to employers and workers affected by layoffs and mass closures in the Orange County region. The rapid response team is made aware of large layoffs through California's Worker Adjustment and Retraining Notification (WARN) system. Local boards also receive notice of smaller layoffs from AJCC partners, chambers of commerce, industry association meetings, and news outlets.

The rapid response team includes the local board, Employment Development Department, and other educational and community-based organization staff. Local board staff are responsible for making initial and follow-up contact with employers and coordinating with partner agencies to organize rapid response events. The three regional boards coordinate rapid response events when a large regional employer has notified them of a mass layoff that affects residents throughout Orange County. The board rapid response teams convene regularly and have developed a common rapid response presentation that ensures the boards' teams deliver a consistent message throughout the county. The boards' rapid response teams also participate in the Southern California Rapid Response Roundtable meetings.

Local boards also assist businesses that are at risk of laying off employees with layoff aversion services. The boards receive businesses' referrals and use the Econovue system to identify at-risk companies for targeted layoff aversion services. Rapid response and layoff aversion services include:

- Online or on-site outplacement services for affected workers
- Coordination with Employment Development Department on Trade Adjustment Assistance and Work Sharing programs
- Customized training or Incumbent worker training
- Conducting individual needs assessment of companies "business retention" needs
- Assistance with securing tax credits, incentives, and cost containment programs
- Coordination of utility and technology services
- Assistance in accessing public financing programs (local, state, and federal) and Industrial Development Bonds
- Identification of traditional financing opportunities
- Assistance with obtaining Employment and Training Panel (ETP) funding to assist in upgrading the skills of existing workers
- Coordinating with educational and job training institutions to satisfy the precise skills needs of one or more businesses

Outplacement services for workers that have been affected by a layoff are provided to workers. Affected workers are made aware of these services through online and on-site rapid response events. The rapid response teams support laid-off workers in quickly accessing resources such as unemployment, health insurance, and rollovers for retirement plans. Also, laid-off workers are provided information on WIOA funded career and training services.

2CIV. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training

services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14 - WIOA Adult Program Priority of Service.

The adult and dislocated worker employment and training activities offered through the AJCC One-Stop system is a comprehensive array of employment services that includes career workshops, classroom training, on-the-job training, and transitional job opportunities. The following is a more detailed description of the program's services that are offered through local boards:

- Comprehensive Employment Services: Career counseling and tools for job search preparation include training referrals, job listings, resume preparation assistance, interview workshops, access to on-site employer recruitments, and labor market information.
- Career Pathway Programs: Career pathway programs have a clear sequence, or pathway, of education coursework and may include stackable training credentials aligned with employer-validated work readiness standards and skills. AJCCs offers programs that include a full range of post-secondary education options that may involve attending programs at local adult education, community colleges, and private educational institutions. As appropriate for the individual, Career pathway programs combine occupational skills training with adult education services, give credit for prior learning, and adopt other strategies that accelerate the participant's educational and career advancement.
- On-the-Job Training Program: Each of the One-Stop career centers offers on-the-job training (OJT) for job seekers whose occupational interests or learning styles are best suited to work-based learning. The OJT program is a work-based learning program where the company provides training based on their specific needs.
- Collaboration with Apprenticeship Programs: Santiago Canyon Community College (SCC) is one of the leading community colleges in Orange County that offers apprenticeship and journeyman training in various trades. The local boards make referrals to SCC for apprenticeship programs. The local councils plan to work closer with SCC to explore additional partnership opportunities for pre-apprenticeship programs.

The local boards have policies and adhere to the requirements of priority of service. Priority is given to veterans (and spouses), recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Priority of service is established during intake and eligibility. AJCC operators' staff have been trained on the priority of service requirements, and the priority status is documented in CalJOBS. AJCC partners are informed of the local board priority of service policy, and they assist in referring individuals that meet the priority of service criteria.

2CV. A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WSD17-07- WIOA Youth Program Requirements. This includes any strategies the Local Board has on how to

increase the digital literacy and fluency of youth participants, including youth with disabilities.

The local boards serve eligible in-school and out-of-school youth through contracted service providers and partner organizations, assisting them in their career and educational development.

The program for youth includes the following fourteen required WIOA program elements:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
2. Alternative secondary school services, or dropout recovery services, as appropriate
3. Paid & unpaid work experiences with academic and occupational education as a component of the work experience
4. Occupational skills training
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
6. Leadership development opportunities
7. Supportive services
8. Adult mentoring
9. Follow-up services for no less than 12 months after the completion of participation
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in Orange County
14. Activities that help youth prepare for and transition to post-secondary education and training

The following WIOA youth services are available in the Orange County region:

Case Management

Case managers provide youth with guidance, support, and motivation while enrolled in the program and working towards education, training, and employment goals. Case managers work with youth to develop an Individual Service Plan (ISP), which identifies the employment goals and the comprehensive services strategy provided to the participant by the One-Stop Center and AJCC partner agencies. Case managers maintain contact with the participant and monitor their progress toward achieving goals in the ISP. If necessary, the case manager modifies the ISP in response to the participant's progress. The case manager also coordinates services with other AJCC partners that are part of the youth's comprehensive service strategy.

Work Experience

The local boards and AJCC partners provide work experience opportunities for youth to gain workplace skills. Work experience may be a paid or unpaid activity. Work experience is a

planned, structured learning experience in a workplace for a limited time. Youth may be placed at a private for-profit sector, non-profit sector, or public sector worksite. Youth work experiences opportunities include:

- Pre-apprenticeship programs
- Summer employment and other employment activities available throughout the school year
- Internships and job shadowing
- On-the-job Training

Through the Orange County Workforce Development Board, OC youth can participate in earn and learn programs such as Youth with Impact. The Youth with Impact program is a live, online mini-MBA program that equips participants with entrepreneurship skills, confidence, and business knowledge.

Job readiness training

Local boards and AJCC partners provide youth with opportunities to gain employability skills or job readiness training to prepare youth for employment or work experience opportunities. Youth gain these skills through structured activities and workshops.

Occupational skills training

Short-term occupational skills training is a program activity that may be offered to youth participants. Occupational skills training programs provide specific vocational skills and must lead to an industry-recognized certificate.

Educational services

Local boards and AJCC partners provide educational services that include tutoring, basic education skills training, ESL training, and instruction that leads to a high school diploma or its equivalent.

Support Services

Youth are provided support services when necessary to support their participation in other WIOA activities. Supportive services include but are not limited to linkages to community services, transportation assistance, child care assistance, and work-attire and work-related tools.

Digital Literacy for youth

Since the onset of the pandemic, youth services have moved to an online service delivery model. Youth participants have adapted to the online model with youth providers' support and have been learning through immersion. Over the past couple of years, the local boards have been working to strengthen the collaboration with the Anaheim Public Library and the Orange County Public Library system. The local boards have leaned on their library partners to support workforce development services through their offerings, including digital literacy programming, computer classes, online homework assistance through Brainfuse Help Now, resume assistance and career coaching through Brainfuse Job Now, and dropout recovery programming for youth

and adults. AJCC staff also connect youth to the adult education and community college non-credit programs which provide digital literacy programming.

2CVI. The entity responsible for the disbursal of grant funds as determined by the Chief Elected Official or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

The Orange County Workforce Development Board is designated by the Orange County Board of Supervisors, chief local elected official, to serve as the local board and as the fiscal agent responsible for grant funds' disbursal. Similarly, the City of Santa Ana serves as the Santa Ana Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursal. The City of Anaheim serves as Anaheim's Workforce Development Board's fiscal agent and bears responsibility for grant funds' disbursal.

The competitive procurement process used to award sub-grants and contracts for WIOA Title I activities depends on the award amounts. The local boards follow the competitive procurement processes of their respective fiscal agents and board procurement policies. These written policies adhere to state and federal procurement regulations. Also, the local boards follow EDD directives WSD17-08 related to the procurement of equipment and related services.

2CVII. A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13 - Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.

Consistent with WSD19-13 for Selection of AJCC Operators and Career Services Providers, AJCC operators and career services providers were selected for the local boards through an open and competitive procurement process.

The following are the names and roles of the entities each board has a contractual relationship with:

Local Board	Provider	Role
Orange County	America Works	One-Stop Operator
	Managed Career Solutions	Career Services
	City of La Habra	Youth Services Ready. Set. OC Program
	Goodwill Industries of Orange County	Youth Services for in-school youth with disabilities
Anaheim	ProPath	One-Stop Operator
	Hope Builders	Youth Services
	Orange County Conservation Corps	Youth Services
Santa Ana	Orange County Children's Therapeutic Arts Center	Youth Services
	Project Kinship	Youth Services
	Orange County Conservation Corps	Youth Services

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APPENDICES:

3A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, phone, social media, local board websites, Eventbrite	WIOA Core Program Partners	76 individuals registered and 43 attended	The meeting was well attended by representatives from several core partner agencies. We had representatives from the local boards, adult schools, community colleges, conservation corps, job corps, community-based organizations, and housing authorities, EDD.
Email, phone, social media, local board websites, Eventbrite	CalFresh Employment and Training Partners	38 individuals registered and 27 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Child Support Services Partners	27 individuals registered and 18 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, Orange County Social Services Agency.
Email, phone, social media, local board websites, Eventbrite	Competitive Integrated Employment Partners	34 individuals registered and 28 attended	The meeting was attended by representatives from the local boards, community colleges, ROP programs, Goodwill Industry, City of Irvine Disabilities, and other community-based organizations.

Email, phone, social media, local board websites, Eventbrite	English Language Learners Partners	22 individuals registered and 19 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools.
Email, phone, social media, local board websites, Eventbrite	Re-Entry Services Partners	40 individuals registered and 24 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, State Parole, Orange County Sheriff, Mental Health Services
Email, social media, local board websites, Eventbrite	Community at large, Businesses, Chambers, Core Partners	66 individuals registered and 33 attended	The meeting was attended by representatives from the local boards, community colleges, community-based organizations, adult schools, Veteran Serving Organizations, EDD, State of California WSB.

3B. PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

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3C. SIGNATURE PAGE

ORANGE COUNTY UNIFIED LOCAL PLAN

The unified local plan represents the Orange Regional Planning Unit efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This unified local plan is submitted for the period July 1, 2021, through June 30, 2025, in accordance with the provisions of WIOA.

LOCAL BOARD CHAIRS

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Signature

Teri Hollingsworth

Name

Chair, Orange County Workforce Development Board

Title**Date**

ANAHEIM WORKFORCE DEVELOPMENT BOARD

Signature

Joe Paquette

Name

Chair, Anaheim Workforce Development Board

Title**Date**

SANTA ANA WORKFORCE DEVELOPMENT BOARD

Signature

Stacey Sanchez

Name

Chair, Santa Ana Workforce Development Board

Title**Date**LOCAL ELECTED OFFICIALS

COUNTY OF ORANGE BOARD OF SUPERVISORS

Signature

Andrew Do

Name

Chair, Orange County Board of Supervisors

Title**Date**

CITY OF ANAHEIM COUNCIL

Signature

Harry Sidhu

Name

Mayor, City of Anaheim

Title**Date**

CITY OF SANTA ANA COUNCIL

Signature

Vicente Sarmiento

Name

Mayor, City of Santa Ana

Title**Date**